



Liverpool  
City Council

## Job Description and Person Specification

# Director of People and Organisational Culture



## JOB DESCRIPTION

<b>Job Title</b>	<b>Director of People and Organisational Culture</b>
<b>Salary Band</b>	<b>£110,408 - £129,893</b>
<b>Directorate</b>	<b>Strategy and Change Directorate</b>
<b>Reports to</b>	<b>Chief Operating Officer</b>
<b>Direct Line Reports</b>	<b>5</b>
<b>Budget Responsibility</b>	<b>Approx. £5 million</b>
<b>Staffing Responsibility</b>	<b>60</b>

### Primary Responsibilities

- Lead the people and culture change in Liverpool City Council through the delivery of the People Plan and achieve the vision 'to become an inclusive employer of choice with a skilled, diverse and healthy workforce'.
- Ensure the City Council has the workforce systems, processes, capacity, and capability required to deliver the Council Plan within budget, including significant transformation and organisation redesign programmes.
- Lead the improvement of all aspects of the People Function including HR policy, practice and business partnering, workforce Equality, Diversity and Inclusion, health and wellbeing, employee involvement, Health and Safety, Learning and Development and Payroll and Pensions.
- Act as the head of profession/ chief adviser, working closely with the Chief Executive and officer and elected member senior leadership and leading the Council's engagement with recognised unions and employee relations partners.

### Specific Responsibilities

- Build and lead the People function: putting in place the improved strategies, policies, systems, structures and processes to enable the Council to achieve its priorities and deliver efficiencies.
- Drive large-scale change management and organisational restructuring, including an effective job evaluation process.
- Lead the design and delivery of effective workplace health activity and interventions.
- Lead the workforce EDI programme ensuring all workforce policies are inclusive and that diversity is understood, embedded and celebrated and all forms of discrimination are tackled in line with a zero-tolerance approach.
- Play a leading role in the development and delivery of an effective ERP system which meets the workforce needs of the Council.
- Ensure the Council's Health and Safety team operates effectively to meet the needs of residents and staff.
- Deliver an improved digital and automated based service which meets the needs of employees, the council and allows the use of workforce data to drive decision making.

- Build talent and capability across all functions and levels within the organisation.
- Lead talent development, recruitment and retention initiatives across the organisation.
- Ensure succession planning is delivered across the organisation.
- Be an active member during a crisis or emergency planning incident providing sound guidance and direction.
- Regularly review corporate and workforce KPIs to drive organisational performance.
- Lead the delivery of leadership, management and workforce development programmes ensuring they effectively deliver the skills and capability required to address the challenges of a highly dynamic organisation.
- Build positive and proactive relations with union representatives.
- Oversee the delivery of an effective pay policy, employee incentives and benefit offerings.
- To run an effective, efficient and complaint payroll and pension service ensuring that all payments to creditors, claimants & staff are met within prescribed targets Maintain a professional network locally, regionally and nationally.
- Represent the council as required at scrutiny and other internal committees, and locally, regionally and nationally as required.

### **Broad Responsibilities**

- Provide technical and professional advice to the Leader, Cabinet Lead Member, Cabinet Members and Select Committees.
- Work in a corporate and co-operative way with all senior management, members and staff aligned with the organisational values and behaviours ensuring open, honest and transparent communication.
- Horizon scanning and identifying “world class” evidence-based research supporting transformation and improvement.
- Develop the City Council’s commitment to equal opportunities and promote non-discriminatory practices in all aspects of work undertaken.
- Ensure that work complies with all statutory and governance requirements, Standing Orders and Financial Regulations of the City Council and ensure that all work functions are undertaken in accordance with health and safety legislation, codes of practice, and the City Council safety plan.
- Observe and fulfill the seven principles of public life (also known as the Nolan Principles) and our organisational values.
- Commitment to customer excellence by dealing with customer feedback, including complaints, and learning from feedback in the drive for continuous improvement.
- Provide focus and drive within your area of service responsibility and associated supply chains for delivery of the Councils Net Zero Action Plan, identifying and removing barriers to progress and

action.

- Being fully accountable for the effective management and control of delegated capital and revenue budgets in the delivery of the Council's strategic objectives and policies.
- Being responsible for ensuring that there is a culture of value for money and compliance with financial regulations across the service.
- Have regard for and use of relevant performance and financial benchmarking data as part of business planning to identify opportunities for improved value for money.
- Maintaining up to date financial records on the Corporate Finance System.
- Responsible for commissioning and interpreting financial management information in performance reports and making informed/strategic decisions.
- Responsible for financially planning, procuring, and negotiating commercial arrangements to ensure risks are managed within budget affordability limits and best value is achieved.

## **Leadership Capabilities**

### **Strategic Awareness**

- Strategically innovative in your approach to co-design and delivery, building a shared sense of purpose and joint enterprise across Liverpool.
- Takes a One Council approach to deliver more effective outcomes and avoids silo-ed, single division or service area approach.
- Develops a positive and compelling vision of the council's future potential and sets organisational priorities by identifying where time and investment is needed most.
- Translates strategic priorities for staff, enabling teams to focus on delivery.
- Understands roles and responsibilities across the Council, how the authority works, functions and governance.
- Understands the complexities of political dynamics and uses this to build credibility and manage relationships with elected members by successfully advising and supporting them.

### **Inspirational Leadership**

- Provides authentic, honest and respectful leadership to inspire individuals and teams.
- Uses empathy, mentoring and coaching to motivate and engage, developing talent and making people feel respected, brings out the best in them.
- Uses emotional intelligence to consider the impact of own action.
- Challenges poor performance constructively and holds difficult conversations to bring about change in behaviour; takes action to make courageous decisions when required.
- Communicates with credibility and conviction to convey key messages and influence people.

### **Collaboration**

- Consults and communicates with stakeholders, including elected members where appropriate, early in critical organisation and system wide decisions.
- Encourages an environment of openness and transparency.
- Listens, builds relationships openly, gathering ideas and adapts objectives based on the context behind staff and stakeholder needs and requests.

### **Outcome and Delivery Focused**

- Takes accountability for outcomes and responsibility for delivery in own area.

- Sets clear organisational objectives linked to priorities, cascading challenging yet achievable deliverables to directorates.
- Monitors progress towards KPIs; acts as an enabler to achievement, not a blocker.
- Knows what to do and when to do it, delivering at pace and changing path when necessary.

#### Improvement Oriented

- Leads and drives initiatives to identify and deliver efficiencies across the council and through partnership working.
- Challenges self and others to think outside of the box; enables the council to continuously improve and innovate in the long term.

#### Customer First

- Focused on the customer – recognises the focus of making lives better for the people of Liverpool as citizens and partners.
- Engages with customers to ensure development and delivery of services in line with customer needs.
- Is committed to customer excellence and accountable for the effective resolution of complaints and uses customer feedback for organisational learning and continuous improvement.

#### Valuing Difference

- Ensures equality of access to services across the organisation and community.
- Respects and values difference – understands that not one size fits all.
- Listens to staff and involves them in decisions, trusts people without micromanaging.



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	<b>Requirement</b>	<b>Essential or Desirable</b>	<b>Stage of Assessment</b>
<b>Qualifications and Training</b>	<ul style="list-style-type: none"> <li>Educated to degree level.</li> <li>Professional HR qualifications, CIPD qualified (or equivalent)</li> <li>Evidence of continuous professional development related to one or more aspects of HR and OD.</li> </ul>	<p>Essential</p> <p>Essential</p> <p>Essential</p>	Application, Interview, Assessment
<b>Experience</b>	<ul style="list-style-type: none"> <li>Substantial senior leadership and transformation experience in large, complex organisations.</li> <li>Significant experience of leading HR functions including HR operations and business partnering, HR policy, workforce planning, organisational development, learning and development, employee relations, health and safety, payroll and pensions (desirable).</li> <li>Experience in developing and leading large scale culture change programmes with measurable impact.</li> </ul>	<p>Essential</p> <p>Essential</p> <p>Essential</p>	Application

	<ul style="list-style-type: none"> <li>• Experience of leading and delivering change in a politically sensitive and complex environment and able to evidence impact.</li> <li>• Proven experience in developing and implementing a strategic HR framework which builds capacity and capability for the future, rationalising and consolidating as necessary.</li> <li>• Proven ability to provide strategic advice, problem solve, challenge and support senior leaders, sometimes in crisis situations.</li> <li>• Proven track record of building strong relationships with stakeholders at all levels.</li> <li>• Experience of working within strong accountability systems, either through elected boards, strategic boards, shareholders or political governance systems.</li> <li>• Experience of developing and embedding equality, diversity and inclusion and employee engagement and wellbeing throughout organisations to achieve objectives and priorities.</li> </ul>	<p>Essential</p> <p>Essential</p> <p>Essential</p> <p>Essential</p> <p>Essential</p> <p>Essential</p>	
<b>Skills/Abilities</b>	<ul style="list-style-type: none"> <li>• As a strategic adviser, able to develop an in-depth understanding of the organisation and its workforce needs.</li> <li>• Have an innovative mindset and able to develop and put in place new ways of working across a</li> </ul>	<p>Essential</p> <p>Essential</p>	Application/Interview & Assessment

	<p>diverse talent pool to optimise performance.</p> <ul style="list-style-type: none"> <li>• A significant working knowledge of the legislative and policy framework relating to Health and Safety, Human Resources, Learning and Development and Payroll and Pensions, together with associated current and emerging employment and workplace issues.</li> <li>• Strong communication skills, including being a good storyteller, helping to reinforce and embed culture change and share values across the organisation and employee lifecycle.</li> <li>• Able to advise and support the council in developing and implementing an operating model that is affordable and financially sustainable.</li> <li>• Influencing and negotiation skills and the ability to act as head of profession, employee relations lead and employee champion in people related decisions.</li> <li>• Demonstrated ability to attract and hire top talent across a wide range of professions, with a focus on diversity and inclusion.</li> <li>• The ability to develop relationships and build communities with a focus on driving engagement, involvement and support talent and leadership development initiatives.</li> </ul>	<p>Essential</p> <p>Essential</p> <p>Essential</p> <p>Essential</p> <p>Essential</p> <p>Essential</p>	
<b>Personal Style and Behaviour</b>	The highest personal integrity and loyalty, supportive to colleagues, with a drive to deliver corporately on the City Council's vision and values	Essential	Interview & Assessment Centre
<b>Commitment</b>	An understanding of and a personal commitment to the vision, aims, values and priorities of Liverpool City Council.	Essential	

## Equal Opportunities - Our Commitment

Liverpool City Council is an equal opportunities employer. We are committed to the fair treatment of our staff, potential staff and service users, regardless of age, disability, gender, sexual orientation, race or religion.

We respect the diversity of all employees and monitor our workforce and employment policies by race, gender and disability.

We actively promote equality of opportunity for all with the right mix of talent, skills and potential, and welcome applications from a wide range of candidates, including those with criminal records.

We select all candidates for interview based on skills, qualifications and experience

**It must be understood that every employee has a responsibility to ensure that their work complies with all statutory requirements with Standing Orders and Financial Regulations of the City Council and to ensure that all work functions are undertaken in accordance with health and safety legislation, codes of practice and the City Council's safety plan.**

**This job description is not intended to be either prescriptive or exhaustive. It is issued as a framework to outline the main areas of responsibility.**