WHERE DO YOU ASPIRE TO BE?

Head of Business
Organisational and People Solutions

Recruitment pack
IN North Lanarkshire, we’re ambitious. Ambitious for our residents and the people who work here. Ambitious for our services and the people who provide them. Ambitious for our communities.

Our priorities are clear. We want to:
- Improve economic opportunities and outcomes
- Support all children to realise their full potential
- Improve the health, wellbeing and care of our communities
- Improve relationships with communities and the third sector
- Improve the council’s resource base

We recognise that we can only achieve the outcomes to meet these priorities by working together and by being focused on solutions. North Lanarkshire Council is high-performing, but we can do so much more.

That’s where you come in.

As a member of the executive team, you’ll have three key responsibilities. Firstly, and most importantly, you’ll have responsibility for corporate activities and outcomes, and accountability for improvement in your area of responsibility. So your first duty will be to outcomes.

Secondly, you’ll have responsibility for ensuring the services within your remit operate on an integrated basis and add value to all the priority outcomes of the council. This means ensuring that services have the strategic relationships needed to improve outcomes and work effectively together.

Thirdly, you will be responsible for identifying and bringing into play additional resources that facilitate the delivery of priority outcomes. This means you’ll be entrepreneurial and commercially minded.

Taken together, you will be a substantial leader charged with enhancing a corporate approach to our outcomes. You will also play a key role in delivering our new ASPIRE programme across the council:
- Articulate
- Sensitive
- Proactive
- Inspirational
- Realistic
- Evaluate

ASPIRE is designed to ensure that change is everyone’s business if the council is to adapt to new models of service delivery, new legislation, new expectations and new financial pressures. It is about challenging established mindsets and ensuring collaborative and flexible working.

Customer insight and changes in behaviour and demand should drive our services, not conformity or policy formulation. To lead the way in joined-up local delivery we need to work with others and we need to

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facilitate self-help in our communities. And we need to persistently strive for excellence, focusing on doing it right first time every time and delivering real results.

In the rest of this pack you’ll find more information about North Lanarkshire, the relevant job description and links to other useful documents.

To be successful you will need to be innovative, solutions focused, entrepreneurial and resilient. You’ll be prepared to do what it takes to reduce inequality and keep building our economy. You’ll be a strong team player. If you have the qualities to help deliver North Lanarkshire’s aspirations we look forward to hearing from you.

articulate • sensitive • proactive • inspiring • realistic • evaluate
NORTH Lanarkshire is Scotland’s fourth-largest authority by population. We are perfectly situated in the heart of Scotland’s central belt with great transport links - meaning that North Lanarkshire is a great place to do business.

North Lanarkshire was formed in 1996 following local government reorganisation and our main towns are Cumbernauld, Coatbridge, Airdrie, Bellshill, Motherwell and Wishaw.

We do have several areas of multiple deprivation and we have a key focus on reducing inequality. One of the ways we have done this is through our £15 million Youth Investment Programme, which has helped more than 6,000 people into work. Since 2000, we have invested half a billion pounds in new schools and community facilities and we are on target to build more than 1000 new homes to add to the 36,000 homes we are responsible for.

We’re part of the £1.2 billion Glasgow and Clyde Valley City Deal, with huge investment in infrastructure and innovation, as well as a consortium sharing the future of waste services in the £75 million Clyde Valley Waste project.

Although our revenue and capital budgets have been declining in recent years - and we have a big savings challenge to meet - we are determined to deliver great services delivered using modern methods.

We’ll continue to build our business base and showcase North Lanarkshire as a great place for national and international events. We have hosted the International Children’s Games and parts of the Commonwealth Games. In 2017, we will host the British Transplant Games and in 2018 we will stage events for the European Sports Championships.

Ultimately, we want to improve the lives of the people who live in North Lanarkshire and strengthen our communities. You will have a huge part to play in delivering our aspirations.

70 members*
20 wards
31 Scottish Labour Party councillors
22 Scottish National Party councillors
17 Independent councillors
12,857 workforce (full-time equivalent)

* Council elections take place in May 2017. Boundary changes will result in 77 members representing 21 wards

articulate  sensitive  proactive  inspiring  realistic  evaluate
337,950 population
21% under 18
16% over 65
8.6% unemployment rate

£733m revenue budget 2016/17
£59m capital budget 2016/17
£126m housing revenue 2016/17
£74m housing capital 2016/17

articulate • sensitive • proactive • inspiring • realistic • evaluate
THE ROLE
HEAD OF BUSINESS
ORGANISATIONAL & PEOPLE SOLUTIONS

JOB PURPOSE
To contribute to the development of a shared governance of the council, taking a leading role in the development of corporate and strategic objectives to support significant business change activity, while ensuring the delivery of quality services and outcomes to citizens and communities in line with our vision, values and reputation.

CORPORATE ACCOUNTABILITIES
• Commit to corporate and strategic activities to achieve positive outcomes and continuous and sustained improvement in performance across the council.

• Promote a culture of empowerment, creativity and innovation, and encourage commercial focus and entrepreneurship to deliver business solutions and facilitate the delivery of priority outcomes, including the scope for widening the range of sources from which the council can seek resources and developing strategies to maximise income growth.

• Ensure Best Value is central to the quality of services for our citizens, communities and partners through effective strategic and service planning, an integrated value added approach, and through robust performance and risk management and evaluation of outcomes.

• Develop, promote and sustain collaborative partnership working with elected members, employees, trade unions, relevant external agencies and partner organisations in support of the council’s interests and improved service delivery outcomes.

• Promote diversity and inclusion in terms of strategic and policy development, partnership working, service delivery and service management.

FUNCTIONAL RESPONSIBILITIES
• Take corporate responsibility for a portfolio of services which currently includes Organisational and People Solutions encompassing:
  - Talent and Organisational Development
  - HR Business Partnering
  - Employee Relations

• Develop a strategic workforce planning approach that focuses on council-wide strategies to drive the attraction, development and engagement of talent.

• Ensure a high level of organisational effectiveness through ongoing assessment and analysis, performance management, organisational design and implementation, talent assessment, leadership development and succession planning.

• Drive the implementation and alignment of council-wide people initiatives and policies to enhance organisational effectiveness.

• Share a lead role in change management support to embed change within the organisation and drive mindset and behavioural change to deliver best value to our communities and enable more efficient and effective corporate working.

• Lead and develop the Council’s employee relations framework supporting the Council’s interests and ensuring effective partnership working with key stakeholders.

articulate • sensitive • proactive • inspiring • realistic • evaluate
FUNCTIONAL RESPONSIBILITIES
(continued)

• Lead, develop and manage Organisational and People teams and ensure teams are delivering successful outcomes and delivering demonstrable benefits to client services.

• Demonstrate commitment to strategic relationships with other services, and to finding improvements and effective business solutions which support the achievement of the council's agreed priorities.

• Provide support and guidance to the council’s lead officers for Arm’s-Length External Organisations.

• Ensure compliance with the council’s standing orders and scheme of administration, financial and regulatory procedures and policies.

• Ensure compliance with relevant statutory and legislative provisions, including compliance with the provisions of the Health and Safety at Work Act 1974.

• Comply with the Chief Officers’ Code of Conduct, demonstrating the ethical standards expected of officials in public service.

• Deputise for and represent the Assistant Chief Executive as required, and undertake such other duties as may be required by the Council.

Reports to: Assistant Chief Executive, Enterprise & Housing Solutions

Salary: £80,697 - £84,292
# EMPLOYEE SPECIFICATION

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<th>SPECIFICATION</th>
<th>ESSENTIAL</th>
<th>DESIRABLE</th>
<th>ASSESSMENT METHOD</th>
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<tbody>
<tr>
<td>QUALIFICATIONS/TRAINING</td>
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<td>Verification of qualifications and professional memberships/ application form</td>
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<tr>
<td>Educated to degree level or an equivalent, appropriate professional qualification</td>
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<td>Evidence of continuing, relevant, professional development</td>
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<td>Management qualification</td>
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<td>Chartered Member of Chartered Institute of Personnel Development</td>
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<td>WORK EXPERIENCE</td>
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<td>Senior management experience in the HR function of a large multi-disciplinary organisation</td>
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<td>Proven track record, at a senior level, of developing and implementing people strategies and plans to achieve business goals and objectives with clear and tangible people metrics</td>
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<td>Proven track record of successful change management and strategic review</td>
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<td>Application form/ interview</td>
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<td>Successful track record of complex employee relations</td>
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<td>Proven track record of achievement at a senior level</td>
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<td>Proven track record of performance leadership</td>
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<td>Budgetary management and monitoring</td>
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<tr>
<td>KNOWLEDGE, SKILLS &amp; ABILITY</td>
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<tr>
<td>High level of business acumen, quick to understand business requirements and translate into workable and appropriate HR strategies aligned with business objectives</td>
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<td>Application form/ interview</td>
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<tr>
<th>SPECIFICATION</th>
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<tr>
<td>Practiced people manager in talent acquisition and development</td>
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<td>Excellent written and oral communication skills and highly developed influencing and negotiating skills</td>
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<td>Exceptional leadership and team building skills which inspire confidence</td>
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<td>Ability to develop innovative solutions on complex issues</td>
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<td>Strategic thinking ability</td>
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<td>Analytical, financially astute and highly numerate</td>
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<td>Ability to maintain focus and performance under pressure and/or opposition</td>
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<td>Strong relationship management skills with ability to build relationships and networks internally and externally</td>
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<th>PERSONAL ATTRIBUTES</th>
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<tr>
<td>Exceptionally motivated and performance driven</td>
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<td>Intelligent and articulate</td>
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<td>Pragmatic with clear and focused judgement</td>
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<td>High standard of personal and professional integrity</td>
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<tr>
<td>Valid driving licence</td>
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<td>Verification of licence</td>
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The post is politically restricted in compliance with the Local Government and Housing Act 1989.

The Council’s conditions of service for Chief Officer posts are those for the Scottish Joint Negotiating Committee for Chief Officials in Scotland, as varied in terms of any local agreement(s) in force from time to time.

The job outline is intended to indicate the broad range of responsibilities and requirements of the post. It is neither exhaustive nor exclusive but while some variation can be expected in particular duties, the outline is considered to provide a reasonable description of the post.
In the documents below, you will find more information about the council, its priorities and its policies. You can also visit the council website at www.northlanarkshire.gov.uk to find out more about what we do and the communities and partners we work with.

**USEFUL LINKS**

- Council plan to 2020
- Our Plan for Growth
- Annual performance information
- Long-term financial plan 2014/15 - 2023/24

**TIMETABLE**

- Closing date for applications: February 5
- Initial interviews: February 20
- Shortlist interviews: February 27

**FURTHER INFORMATION**

For an informal discussion about this post, please contact Des Murray, Assistant Chief Executive Chief Executive, on 01698 302350.

To apply, visit www.northlanarkshire.gov.uk/executive.