

## JOB DESCRIPTION AND PERSON SPECIFICATION

**Director Area:** Resources

**Job Ref Number:** 02685

**Service Area:** HR

**Grade:** G12 (click [here](#) for value)

**Job Title:** Talent and Leadership Development Business Partner

### PURPOSE OF JOB:

The Talent and Leadership Development Business Partner will play a key role in ensuring the success of Lincolnshire County Council (LCC) and have a significant impact on its relationship with customers and the way services are designed, commissioned and delivered.

They will influence the organisation's design and culture, by supporting our leaders to excel and manage talent across LCC creating a culture that impacts on our ways of working, performance and behaviours.

The role provides expertise and support in the implementation of the strategic and operational direction of a range of key priorities as part of our People Strategy.

One key responsibility of the role will be to translate corporate expectations into director/service areas and service approaches and to help guide the development of corporate thinking with regards to workforce transformation and planning, talent management and leadership development.

The post holder will have a deep understanding of both corporate and service priorities and will provide solutions in relation to the talent, leadership and organisational development agenda for the relevant director/service areas to enhance service and management effectiveness, working with partner organisations and/or service providers as appropriate.

They will commission, design and implement fit for purpose solutions which help leaders and managers deliver service improvement and innovation, enhance performance and which meet corporate and legal requirements.

They will be a member of extended HR Leadership Team contributing to both the corporate and strategic thinking across all aspects of talent, leadership development, organisational development and design, policy development, workforce transformation and planning and resourcing and, where appropriate, systems.

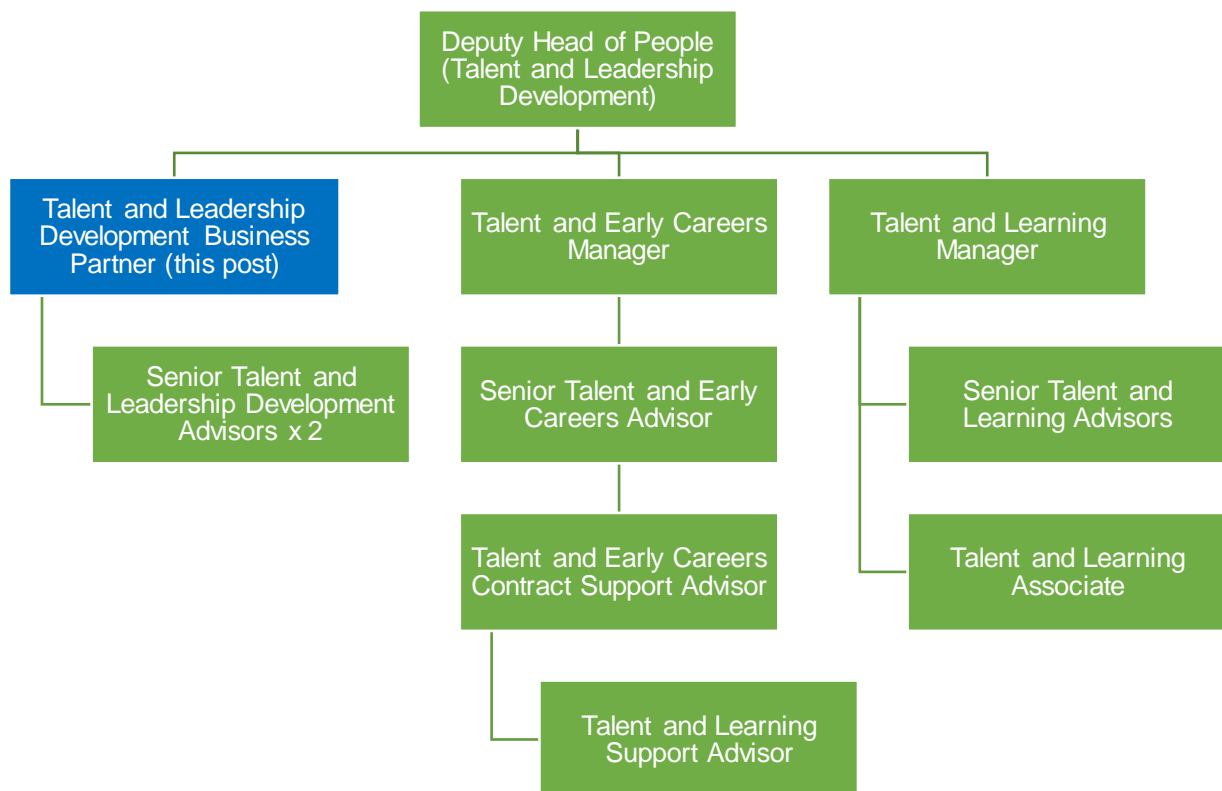
The post holder will manage a small team to set direction and deliver on the key priorities within the People Strategy. The role will also lead on statutory Equality Act reporting for workforce data.

The Talent and Leadership Development Business Partner will work collaboratively with the wider people team and other corporate specialists as required to ensure that service specific initiatives are integrated and effective. They will also be assigned responsibility for key corporate stakeholders and will be required to manage all aspects of stakeholder management.

They will be accountable for workforce decisions taken within the director/service areas and will deal with within the director area on an exceptional basis.

The post holder will be closely involved in any further development and design of the people service, ensuring that successful working relationships with external service providers are developed and maintained.

#### TEAM STRUCTURE:



\*See separate organisational chart for Schools team and Operational HR team structures

#### MAIN DUTIES:

1	<p><b>Strategy Development</b> – using detailed knowledge and understanding of the corporate change agenda and specific requirements of their dedicated director/service areas, provide expert and solution focused talent management, leadership development, organisational development and design and workforce transformation and planning advice to leaders and managers in relation to organisational change, and the people strategy.</p> <p>Ensure there is a strategic focus applied to support the Council to meet its people strategy objectives, legal obligations and annual reporting requirements with respect to the Statutory Equality Act reporting for workforce data, and any service specific regulatory requirements, e.g., OFSTED, CQC etc.</p>
2	<p><b>Advice to Leaders and Managers</b> - to advise on talent management, organisational design and development, leadership development, workforce development and planning</p>
3	<p><b>Improving Organisational Effectiveness</b> - to support leaders and managers in their assessment of business and organisational effectiveness through the analysis of relevant performance data and trends and the use of organisational intelligence helping them to</p>

	apply workforce planning theories and early identification of emerging need or resolution of potential resourcing and skills challenges. Using these insights to help create service and people management plans that assess risk and benefits against business needs and are aligned to the corporate strategy and director area workforce plan, driving performance to achieve business objectives.
4	<b>Strategic implementation and review of HR policies and procedures</b> - working with the specific director/service areas, make a strategic contribution to the effectiveness of the service and introduce and manage appropriate arrangements to monitor implementation, compliance and impact of HR and other strategies and policies ensuring that managers and employees are aware of their responsibilities and able to perform to the best of their abilities. This will include leading on the implementation of HR policies.
5	<b>Corporate HR and Workforce Strategy</b> - contribute to the development and implementation of the Corporate Strategy and interpret expectations for Service Managers and evaluate the effectiveness of service-specific and corporate HR support and recommend ways to improve service effectiveness and value.
6	<p><b>Consultancy</b> – working with the Deputy Head of People - Talent and Leadership Development, Talent Resourcing and Learning team and other HR specialists as required as a consultant to managers, to assess issues, interpret need and identify solutions.</p> <p>Focus on the medium- and long-term challenges ensuring that solutions are strategic and fit for purpose in relation to the business context and that they meet organisational expectations. To be proactive and accountable in the resolution of issues.</p>
7	<b>Commissioning</b> – to commission internally and externally expert advice and support (as necessary) in relation to change and organisational development and design activity, employee engagement, operational HR support for development programmes and initiatives in the director areas to ensure that appropriate HR solutions are delivered within required timeframes and in response to business need.
8	<b>Change Management</b> – identify the changing skills, competencies and workforce profile needed to ensure continued business success. Coach and mentor leaders and managers in the development of skills through "just in time" interventions and longer-term programmes of support. Work with peers, leaders and managers to develop a shared understanding of emerging needs and patterns of behaviour to help ensure that strategies, policies and performance expectations and standards are relevant to changing needs.
9	<b>HR Management Information</b> – contribute to promoting better understanding by leaders and managers and other stakeholders of HR and organisational requirements and metrics necessary to promote the effectiveness of the Council. Developing any required policy and practice responses in a proactive and business focused manner and taking responsibility to ensure that processes and procedures are in place for effective monitoring to ensure compliance and to identify any changing requirements, service and individual performance issues within the relevant service areas.
10	<b>Effective HR Service Delivery and Efficiency</b> – contribute to processes which ensure that in-house and outsourced services are delivered cost effectively using customer feedback and benchmarking to help create a culture of continuous improvement and learning.
11	<b>Income generation</b> – consider/respond to relevant opportunities to generate income from the expertise of the HR service and/or to partner with other organisations to improve service resilience to the Council and the sector.
12	<b>Effective Performance within the Director Areas</b> – ensure that leaders and managers are consulted in the development and design and understand their accountability for

	<p>compliance, implementation and effective performance. Ensure that relevant guidance documents, templates and training are available to help improve practice and streamline processes. Utilise insight and data to demonstrate the correlation between the organisational, director area and individual colleague performance with the achievement of business objectives.</p> <p>Continually monitor performance to ensure that deliverables remain in line with organisational requirements, budget and agreed standards, adjusting and taking corrective action as required.</p>
13	<b>Risk Management</b> – identify and develop responses to key risks relating to the employment of people and to the implementation of any policies and programmes within the relevant director areas. This will require the development of business information reports to leaders and managers to ensure that the director/service areas Director is prepared to meet any new challenges and requirements minimising risk by early and effective interventions.
14	<b>Relationship Management</b> – ensure all aspects of stakeholder management are implemented for identified key corporate stakeholders. Build the necessary relationships within and beyond the relevant director/service areas to ensure that strategy development and advice meets business needs, recommending innovative solutions to respond to changing requirements.
15	<p><b>Workforce Information</b> - Take a data driven approach to measure and report on workforce demographics, deliver key insights to the Council and recommend areas for development.</p> <p>Support the Head of People to ensure compliance with the statutory public sector equality duty reporting for workforce data and the three duty aims within the Equality Act 2010.</p> <p>Advise and influence the Corporate Diversity Steering Group and Staff Networks which feed into the steering group.</p>
16	<b>Role Model</b> – provide visible leadership of the Council's values and culture, role modelling CIPD and required behaviours and challenging others. Act as a trusted partner to leaders and managers, providing appropriate challenge and also advising on sensitive and confidential matters within the context of the role.

#### PERSON SPECIFICATION

Requirements	Where identified*	Essential	Desirable
Minimum degree level with either a Masters degree or equivalent level experience	A	x	FCIPD
Demonstrable and relevant experience at a senior level in a complex organisation ideally with both political and Trade Union dimensions	A I P	x	
Experience of working in a public sector, and understanding the opportunities, constraints and pragmatism of working in a political organisation	A		x
Good understanding of the Council's strategy, performance goals and drivers and of the changing priorities of local councilors and the public sector nationally	A I P	x	

Knowledge of current approaches to and best practice in all aspects of talent management, leadership development, organisational development and design and the capacity and understanding to interpret this for the benefit of the relevant director/service areas and the Council	A I P	x	
Understanding of how to measure and interpret service performance drivers and goals and how to translate these into policies and practice e.g. can initiate the development of appropriate business metrics and understand their significance in the context of service area performance	A I P	x	
Understands how to develop organisational strategies and initiatives and to ensure their effective implementation as plans and programmes	A I P	x	
Knowledge of employment law (and other legislation) to provide advice and support to managers	A I P		x
Role modelling CIPD and required behaviours and challenging others. Act as a trusted partner to leaders and managers advising on sensitive and confidential matters within the context of the role	I T	x	
Experience of delivering projects and tasks through others	A I P	x	
Experience of managing and influencing multiple internal and external stakeholders	A I	x	
A proven track record of delivering leadership development, organisational development and design and workforce transformation interventions within a large organisation.	AI	x	
Experience of managing or supervising a team and managing the workload of others to deliver a set of objectives	AI		x

\*A = Application form      T = Test/Assessment      I = Interview      P = Presentation

## GENERAL

The postholder is required to take personal responsibility for contributing to organisational transformation and changes in ways of working, maximising the benefits and efficiencies for both internal and external customers, including the promotion and use of self-service to achieve maximum cost effectiveness.

The postholder is expected to work to the [Lincolnshire County Council Core Values and Behaviours](#) and to carry out the duties in accordance with Lincolnshire County Council policies.

Core Knowledge, Core Behaviours and relevant Specialist Knowledge are defined in the CIPD's Profession Map at Chartered Member level.

**Other Duties** - The duties and responsibilities in this job description are not exhaustive. The post holder may be required to undertake other duties within the general scope of the post. Any such duties should not substantially change the general character of the post. Duties and responsibilities outside of the general scope of this grade of post will be with the consent of the post holder.

**Safeguarding** -. All employees need to be aware of the possible abuse of children and vulnerable adults and if you are concerned you need to follow the Lincolnshire County Council Safeguarding Policy. In addition, employees working with children and vulnerable adults have a responsibility to safeguard and promote the welfare of children and vulnerable adults during the course of their work.