



Gangmasters & Labour Abuse Authority

Head of People and Change

Summary of the role

This role is a senior management post within the Gangmasters and Labour Abuse Authority and will provide strategic leadership and management to the people and change functions. As a member of the senior management team, it will also provide corporate leadership and be responsible for the effective running of the organisation as judged through delivery of its annual business plan.

The post holder will lead the development and own the delivery of a business plan for the function that sets out how resources will be deployed in a well-planned and controlled manner, whilst managing key risks and partner expectations.

The post holder will develop linkages and greater co-ordinated working within the function, across other GLAA services and with key stakeholders in order to enhance the ability of the organisation to deliver its mission.

The post holder will have the lead responsibility for the GLAA for advising the Board, partners and government departments on matters relating to the services within their function and for representing the organisation as such in external groups and partnerships.

Workplace Values

At the GLAA all employees are expected to abide by the values we have within the organisation, Integrity, Respect, Commitment, Professionalism and Teamwork.

Integrity

Being trustworthy with an honest, responsible and reliable approach to achieve our goals.

Respect

Helping each other in a friendly, supportive and inclusive working environment to achieve our goals.

Commitment

Finding solutions with innovative ideas, sharing knowledge and expertise to achieve our goals.

Professionalism

Delivering quality, working productively with passion and pride to achieve our goals.

Teamwork

Working together to utilise each other's strengths, skills and experience to achieve our goals.

Responsibilities

People and Leadership

- Actively participating in decision making at the senior management level and ensuring that senior management team decisions are implemented at a functional level.
- Demonstrating leadership behaviours in line with the values of the organisation. Taking prompt action to address capability, conduct or performance issues in the team.
- Developing people within the function to achieve high performance standards within their roles, supporting their individual development needs and enabling career development.
- Involving team members in strategy and decision making and engaging with colleagues in other functions to support cross-functional working.
- Identifying the specialist skills and capabilities that are required in the team to deliver against the business plan in the short term and meet the medium and longer-term requirements for GLAA to deliver its mission. Working closely with senior colleagues to recruit, develop and retain a highly skilled and flexible team across the Directorate.
- Investing in self-development taking account of self-reflection and informed by regular feedback from colleagues and partners.

Strategic Planning and Risk Management

- Providing a strategic perspective and high-quality analysis to senior management team colleagues, based on functional expertise. Actively collaborating with senior management colleagues to shape the future of the organisation.
- Leading the functional contribution to setting clear and compelling strategic objectives for the GLAA. Working closely with internal and external colleagues to develop a credible annual corporate business plan to deliver against those objectives.
- Working as part of the senior management team to review strategic risks and risk appetite, taking ownership of specific risks on behalf of the organisation and managing, mitigating and escalating these to protect the authority.

Governance and financial control

- Providing sound financial control for the function, ensuring delivery in line with agreed budgets, and contributing to the medium term financial planning of the organisation, shaping the strategic choices it makes regarding deployment of its resources.
- Ensuring that activities within the function are carried out in line with statutory requirements, corporate policies and wider public sector good practice.

- Driving continuous improvement by taking ownership of relevant internal audit recommendations, consulting with colleagues where appropriate, and through ensuring sufficient lines of assurance are in place to support sound decision making within the function.

Key Role Accountabilities – People and Change

The Head of People and Change has responsibility for the provision of specific services and the delivery of a number of outcomes.

Heads of function are expected to agree with their Director the means through which each outcome is achieved and use this to set clear annual objectives. Whilst outcomes and service requirements for this area will evolve each year through the business planning process, they are anticipated to include:

- Developing and implementing a people strategy that equips the organisation with the policies, processes and workforce it needs to deliver its mission
- Enabling a wide range of learning and development interventions that maximise available resources, offer meaningful career development and align with business needs
- Developing and implementing a programme of activities and interventions that support the wider health and wellbeing of people across the authority, reducing absence and increasing morale and productivity
- Driving change and organisational improvement through inclusive and engaging programmes in line with corporate priorities, drawing on best practice and aligned with the authority's values
- Ensuring that policies, processes and systems for effective health and safety are in place and complied with across the organisation in order to protect the workforce and the authority
- Ensuring the authority goes beyond its public sector equality duties in conducting its activities in ways that improve and celebrate diversity and champion equality

Stakeholder Relationships

- The Head of People and Change is also accountable for establishing and maintaining strong stakeholder relationships at a senior level with government departments, partner arms-length bodies, central government services and advisory bodies, Health and Safety Executive, Equality and Human Rights Commission, think tanks and lead training providers including the College of Policing.

Behavioural Expectations

Leadership

Ensure colleagues and stakeholders have a clear understanding of objectives, activities and time-frames. Take into account different individual views, needs and ideas, championing inclusion and equality of opportunity for all. Consider the impacts of own and team's activities on stakeholders and end users. Role-model commitment and satisfaction with role. Recognise and praise the achievements of others to drive positivity within the team. Effectively manage conflict, misconduct and non-inclusive behaviour, raising with Directors where appropriate.

Working together

Encourage joined up team work within own team and across other groups. Establish professional relationships with a range of stakeholders. Collaborate with them to share information, resources and support. Invest time to develop a common focus and genuine positive team spirit where colleagues feel valued and respect one another. Put in place support for the wellbeing of individuals within the team, including consideration of own needs. Make clear to all team members that bullying, harassment and discrimination are unacceptable. Actively seek and consider input of people from diverse backgrounds and perspectives.

Changing and improving

Work with others to identify areas for improvement and simplify processes to use fewer resources. Use technology where possible to increase efficiency. Encourage ideas for change from a wide range of sources. Clearly explain the reasons for change to colleagues and how to implement changes, supporting individuals with different needs to adapt to change. Encourage an environment where colleagues know that they can challenge decisions and issues safely. Take managed risks by fully considering the varied impacts changes could have on the diverse range of end users.

Managing a quality service

Develop, implement, maintain and review systems and services to ensure delivery of professional excellence. Work with stakeholders to set priorities, objectives and timescales. Successfully deliver high quality outcomes that meet internal customers' and external stakeholders' needs and gives value for money. Identify risks and resolve issues efficiently. Involve a diverse range of colleagues, stakeholders and delivery partners in developing suggestions for improvements. Establish ways to find and respond to feedback from internal customers and external stakeholders and partners about the services provided.

Delivering at Pace

Show a positive approach to keeping the whole team's efforts focussed on the top priorities. Promote a culture of following the appropriate procedures to ensure results are achieved on time while still enabling innovation. Ensure the most appropriate resources are available for colleagues to use to do their job effectively. Regularly monitor own and team's work against milestones, ensuring individual needs are considered when setting

tasks. Act promptly to reassess workloads and priorities when there are conflicting demands, to maintain performance. Allow individuals the space and authority to meet objectives, providing additional support where necessary, while keeping overall responsibility.

Effective decision making

Understand own level of responsibility and empower others to make decisions where appropriate. Analyse and use a range of relevant, credible information from internal and external sources to support decisions. Invite challenge and where appropriate involve others in decision making. Display confidence when making difficult decisions, even if they prove to be unpopular. Consult with others to ensure the potential impact on end users has been considered. Present strong recommendations in a timely manner outlining the consideration of other options, benefits, costs and risks.

Technical Requirements

- Experience of delivering best practice HR functions in organisations of a similar size, ideally in the public sector.
- Experience of planning and implementing organisation-wide people programmes including; workforce planning to support planned changes as well as business as usual, project management to implement organisational changes and embed new working practices.
- An understanding of tools and techniques for the assessment and delivery of learning and development interventions.
- A sound understanding and up to date knowledge of employment law and experience of coaching and advising senior colleagues in the effective handling of employee relations issues.
- A good working knowledge of health and safety legislation and an understanding of dealing with wellbeing and mental health issues in the workplace.
- Ideally CIPD accredited.