



**Job Outline**  
**Director of Workforce Strategy and Business Transformation**  
**Ark Executive Team**

**Purpose:**

To lead Ark Housing Association and Ark's subsidiary companies, (Ark Services Ltd and Ark Commercial Investments Ltd), (Ark) towards realising the aspirations of its vision and mission and ensure that the values of the organisation are explicit within and resonate throughout all behaviours and activities.

As a member of the Executive Team your primary role is to provide strategic leadership that delivers good governance for Ark and to put in place risk managed strategic plans that will ensure the continued development of the organisation within operating models that are both viable and sustainable over the longer term.

The Director of Workforce Strategy and Business Transformation will be accountable for a multi-function team and staff effectiveness through the development and implementation of people and organisational development policies, procedures, systems and processes. The team comprises of Human Resources, Payroll, Learning and Development and Administration functions. You will lead in determining and implementing the overall strategy for these functions that will align to the values and aims of Ark and will achieve sustained high performance.

The Director of Workforce Strategy and Business Transformation will have responsibility for creating and leading the implementation of Ark's workforce strategy, with the aim of transforming and shaping Ark's future workforce to support delivery of Ark's strategies. Key to the success of this role, will be the delivery of sustainable and future focused people resources, that enables Ark to deliver our strategic priorities within financially sustainable frameworks. This will ensure that Ark provides services and developments of the highest standard, that are safe, compliant and which are cost effective and responsive to the needs of the people we support and tenants.

The Director of Workforce Strategy and Business Transformation will also lead Ark's approaches to business performance and ensure effective implementation of frameworks that provides performance reports on the delivery of strategies, strategic objectives and operational performance across the organisation. The Director of Workforce Strategy and Business Transformation will ensure that Executive Team and the Board of Management can use data and reports to make decisions that drives continuous improvement across the organisation.

The Director of Workforce Strategy and Business Transformation is responsible for the proper safeguarding of public money as it is used in the pursuance of the organisations aims.

The role of Director of Workforce Strategy and Business Transformation reports directly to the Chief Executive Officer.

**Responsibilities:**

**Fact finding and Analysis**

- Accountable for the effective leadership of the organisation and maintaining focus on its vision mission and aims through rigorous planning analysis and decision making;
- Ensuring that Ark has in place a business strategy that is informed through robust internal and



- external analysis of stakeholder, political, legislative, regulatory and practice developments;
- Accountable for the regular review and analysis of strategic risks to the organisation;
- Scan wider environment to anticipate future risks, legal or compliance requirements;
- In collaboration with the Executive Team, create a long-term workforce strategy that meets operational and corporate needs now and, in the future, one that delivers the required people resources; is delivered within agreed budgets and ensures Ark has in place financially sustainable people resources.
- Lead implementation of the workforce strategy, with the Executive Team, ensure workforce costs are managed and where efficiencies or developments are necessary develop and implement appropriate plans accordingly;
- Ensuring resourcing and delivery of Ark's strategic objectives in a sustainable manner and in the public interest;
- Supporting and advising the Board of Management, Group Subsidiary Companies Board and Sub-Committees and relevant scrutiny groups;
- Ensure that robust systems are in place for Board to receive assurance in relation to workforce matters;
- Develop and deliver an effective performance management framework for Board in collaboration with the CEO and Chair of the Board;
- Leading on all aspects of financial management relating to People & Organisational Development including; leadership; planning, decision-making analysis and monitoring of budgets;
- Develop and maintain appropriate succession planning and talent management frameworks to adequately address future skill requirements;
- Responsible for delivery against all People & Organisational Development key performance indicators (KPI's) and ensure services are delivered as outlined in Service Level Agreements, ensuring customer focus and high-performance delivery;
- Ensure compliance with all external regulatory and contractual responsibilities; provide timeous information on activity and achievements to identified stakeholders and ensure action is taken to address areas of concern;
- Accountable for employment law and pension aspects of due diligence on mergers and acquisitions.

### **Innovation and Initiative**

- Lead the development and delivery of Ark's approaches to business performance and ensure effective implementation of frameworks that provides performance reports on the delivery of strategies, strategic objectives and operational performance across the organisation.
- Develop robust KPI's for functional areas of responsibility and use of analysis to improve organisational decision-making;
- Developing business operating models to enable efficiency and effectiveness of delivery of Ark's services;
- Lead in determining the overall strategy for all People & Organisational Development functions and to ensure that Ark provides developments and services of the highest standard which are cost effective and responsive to the needs of supported people and tenants;
- Identify and develop new opportunities and instigate new ideas without a prompt to do so in relation to the changing environment in social care and housing and in line with the strategic direction of Ark;
- Ensuring that Ark has in place an effective Health and Safety management system and strategies that delivers safe working practices across the business and supports employee health and



wellbeing;

- Lead on delivery of People & Organisational Development strategic objectives and in year objectives as outlined the in the business plan;
- Lead the development and implementation of the Ark competency and behaviour framework from Board of Management throughout the organisation;
- Provide systems, processes and advice on all human resource elements of Ark KPIs with regard to monitoring and maintaining service delivery, and identifying and leading on improvement programmes as necessary;
- To plan and deliver a programme of staff engagement to ensure the widest reach for organisational communication and consultation;
- To develop an internal communication system;
- Design and implement people development systems, workforce planning and provision of People & Organisational Development expertise / knowledge:
- In collaboration with the Executive Team review the performance of all business functions and ensure that the services provided are in line with the expectations and needs of its stakeholders.

### **Interpersonal Skills**

#### **Internal**

- To be a role model for Ark staff and the embodiment of Ark's mission, vision, and values;
- Ensuring a highly functioning organisation through the use of well-developed competencies in building and sustaining effective individual and team relationships with employees and the volunteer Board of Management;
- Set the tone for ethical practice and behaviour within the group and be a role model to those who work in People & Organisational Development functions, to those on the Board and to all staff in Ark;
- Build effective relationships with colleagues at all levels through open communication and constructive feedback;
- Be a role model, showing energetic, determined, positive, robust and resilient leadership with an ability to inspire confidence and respect and exemplify high standards of conduct;
- Provide clear, authoritative and impartial professional advice and objective financial analysis and interpretation of complex situations;
- Adopt a flexible leadership style, able to move through visioning to implementation, through collaboration / consultation to challenge as appropriate and able to give and receive constructive feedback;
- Lead on agenda with the Employee Voices Group, build and maintain excellent relationships to support the delivery of requirements of the Fair Work Principles;
- Influence, negotiate and consult with Ark staff to ensure the delivery of Ark's strategic aims;
- Lead on complex employee relations issues using well developed mediation skills to reach positive outcomes;
- Understand personal behaviour and how this affects individuals and groups in coping with pressure, setbacks and stress, and in developing coping strategies;
- Work closely with the Chief Executive and have an overview of the staffing of the organisation to support the Chief Executive as an impartial confidant and informal coach, without losing independence in terms of professional conduct. This also applies to the relationships with the Chair and voluntary Board of Management.

#### **External**



- To be a role model for Ark staff and the embodiment of Ark's mission, vision, and values;
- Proactively develop and maintain productive relationships with external peers and stakeholders;
- Actively develop, establish and nurture relationships with external networks through social care and housing and recognised regulatory bodies;
- Participate and where necessary lead in national working groups to ensure Ark pays a key part in shaping policy and practice;
- Work with external bodies to ensure Ark is a voice of influence in the development of social care and housing People & Organisational Development policy and practice;
- Lead work in partnership with recognised trade union representatives to foster excellent employee relations, whilst supporting the delivery of Ark's strategic aims.

### **Leading and Developing People**

- Ensure that all staff in Ark are supported and motivated to use their skills and initiative, achieve their potential and seek and develop personal and organisational level improvements;
- Line manage and mentor the leadership team on strategic and functional responsibilities;
- Implement appropriate succession planning and talent management frameworks to adequately address future skill requirements;
- Create, communicate and implement a vision for People & Organisational Development within Ark;
- Take a lead influencing role in developing organisational culture; that is customer driven, open, trusting, transparent and inclusive;
- Establish development plans for the Board of Management to meet the ongoing needs of the organisation;
- Develop people management and development strategies, implement policy frameworks in line with strategies and advise others on the full range of Ark issues;
- Build capacity and capability within all leaders in Ark, to train and to coach others on the improvement methods to ensure continuous improvement across the organisation;
- Role model, coaching and mentoring and support others to work within these frameworks;
- Lead and develop staff by motivating individuals in the team to acquire skills, knowledge and technical know-how to match the requirements of their job and to align with their, and Ark's, future aspirations;
- Provide input and information into annual appraisals of the People & Organisational Development teams to assist in the setting of personal objectives and development plans for staff;
- Champion the management of performance improvement, grievance and disciplinary issues in a sensitive and professional manner and in accordance with appropriate policies and frameworks;
- Engage staff with leadership through a robust communications framework.

### **Resources**

- Accountable for income generation and the appropriate allocation of resources to support the aims of Ark's business strategy;
- In collaboration with the Executive Team, make decisions on organisational budget spend to ensure the delivery of in year and long-term objectives;
- Provide accurate and timely plans, forecasts and budgets. Integral, is the ability to analyse, interpret and report accurate and timely monthly People & Organisational Development data; update forecasts and plans based on the learning of in month results and develop options that enable the Leadership Team to take forward operational strategies;



- Reporting People & Organisational Development spend and budget in a timely and accurate fashion to the Sub Committee and the Board of Management;
- Robustly interpret financial information and support members of the leadership team to deliver strategic objectives in line with financial constraints;
- Be accountable for a multi-function team and staff effectiveness through the development and implementation of People & Organisational Development procedures and systems;
- Ensure oversight, maintenance and management of People & Organisational Development and Pay and Reward budget.

### **Impact on Decisions**

- Accountable for the successful implementation of Ark's strategic aims and associated intended outcomes;
- Responsible for the health, safety and welfare of Ark employees, service users, visitors, contractors and other third parties ensuring statutory obligations under the Health & Safety at Work Act 1974 are followed;
- Developing governance systems to ensure that Ark is knowledgeable of, and compliant with, all legal and regulatory requirements;
- Lead on development of corporate plan via use of annual organisational performance tools;
- Lead on financial sustainability of the Ark group;
- To lead on corporate performance reporting;
- Develop a corporate objective deployment model to ensure all people working for Ark have personal and team objectives that make a clearly understood contribution to the strategic aims;
- Lead the design and implementation of an integrated talent management strategy, succession plan, and career development programmes providing expertise and advice to the Executive Team and Board of Management;
- Provide regular briefings to staff on Ark strategies and priorities ensuring all staff know how they contribute to the business;
- To develop continuous improvement frameworks based on agreed quality kitemarks;
- To ensure the effective provision of professional advice and support to Ark in relation to employment legislation, communications and engagement.

### **Expertise**

- Demonstrate experience of developing and delivering successful organisational strategies;
- Demonstrate experience of delivering organisational change programmes and workforce strategies that delivers the organisations strategic objectives;
- Highly competent and capable in communicating strategic and operational plans and in the use of decision-making and organisational planning tools;
- As a fully qualified HR professional and chartered member of the CIPD, provide expert knowledge and input to determine the strategic direction of the organisation to ensure strategic objectives are delivered;
- Apply breadth of experience from working with different organisations across the public and private sectors to develop business focus across Ark;
- Continually develop skills, knowledge and expertise in a structured and monitored way;
- Understand personal and professional strengths;
- Lead on People & Organisational Development reporting and regulation compliance, employment law compliance, company insurance provision and organisation restructures and TUPE transfers;



- Responsible for ensuring Ark complies with the requirements of the CIPD, UK employment law, SSSC, Care Inspectorate and the Scottish Housing Regulator. Conduct and behaviour must be within the law, and they must understand and adhere to a 'public interest' role.

### **Qualifications**

- A relevant professional qualification at SCQF level 11 or equivalent knowledge acquired by other means;
- Chartered Member of CIPD qualified through examination, and subject to oversight by a professional body that upholds professional standards and exercises disciplinary powers.

### **Experience**

- Significant prior experience in a senior HR / Organisational Development role;
- Delivering substantial People & Organisational Development programmes in complex circumstances;
- Provision of support, advice and guidance to Boards and Chief Executive;
- Provision of information and advice to sub committees of the Board;
- Demonstrable track record operating at Board and Executive Team level;
- Implementing quality improvement tools and coaching others in the use of them;
- Leading People & Organisational Development and significant and complex organisational wide change programmes;
- Working in a commercial setting or experience of developing a commercial focus in a public sector organisation;
- Leading partnership working with trade unions and employee partnership groups;
- Dealing with complex Employee Relations cases;
- Organisation design and culture change programmes.

### **Knowledge/Skills**

High level knowledge in:

- Regulatory framework in which Ark operates;
- Professional body standards;
- Governance issues;
- Strategic management;
- Planning management;
- Risk management;
- Project management;
- Communications and engagement;
- Change management theory, tools and techniques;
- Sound knowledge of best practice in management, leadership and planning approaches;
- Human Resources;
- Employment Law;
- Organisational Development tools and techniques;
- Continuous quality improvement methodology.

### **Leadership Team Competencies**



As well as the ability to do this role will be assessed in conjunction with the following competence areas:

- Excellent Service Delivery;
- Conflict Management;
- Communication;
- Leadership;
- Managing Change;
- Interpersonal Understanding;
- Continuous Learning;
- Professional Boundaries.