

Assistant Director of People & Organisational Development

Job Outline

Purpose

The Assistant Director of People & Organisational Development (OD) provides strategic and operational leadership across all People, OD and workforce functions to ensure Ark delivers its mission, vision and values through a high-performing, future-focused workforce. The role leads the development and delivery of an integrated People & OD strategy aligned to Ark's corporate priorities, ensuring strong governance, effective workforce planning, and a sustainable, values-driven culture.

As a key member of the Senior Leadership Team, the postholder ensures that People & OD activity is risk-managed, evidence-based and financially sustainable, enabling Ark to meet current and future workforce demands. The role is responsible for leading the Talent & Engagement, Learning & OD, and People Services functions, safeguarding public resources, and representing Ark externally on workforce matters. The Assistant Director also deputises for the Director of People, Performance & Business Transformation as required.

Responsibilities

Fact Finding and Analysis

- Contribute to the effective leadership of the organisation and maintain its focus on the vision, mission and aims through rigorous planning, analysis and decision-making.
- Contribute to ensuring that Ark has in place a business strategy informed through robust internal and external analysis of stakeholder, political, legislative, regulatory and practice developments.
- Responsible for the regular review and analysis of organisational workforce and operational risks.
- Lead workforce analytics, providing insights and forecasting to inform recruitment, retention, learning and workforce planning across all services.
- Oversee the joined-up use of HR, payroll and learning systems to produce accurate, data-driven insights.
- Assess the wider environment to anticipate future workforce and organisational risks and deliver solutions.
- Develop and review work plans to deliver objectives and outcomes outlined in the corporate strategy.
- Lead the alignment of OD, T&E and People strategies with Ark's corporate priorities, ensuring cohesive delivery across the whole employee lifecycle.
- Undertake the management of complex projects and provide OD, T&E and People expertise to organisational and area-based projects.
- Demonstrate the effective deployment of resources across the People & OD function and recommend corrective action where required.
- Ensure the design and delivery of recruitment, retention, organisational development, learning and HR operations activity is based on clear, measurable frameworks with demonstrable organisational impact.
- Ensure the workforce meets Scottish Social Services Council (SSSC) registration requirements through a sustainable Scottish Vocational Qualification (SVQ) and L&D strategy and robust compliance monitoring.
- Review complex people issues and agree solutions through detailed analysis and partnership with leaders across the organisation.

- Demonstrate satisfaction of internal and external customers and stakeholders.
- Preparation and presentation of papers for Sub Committees and Board, as required.
- Ensure regulatory compliance through effective monitoring, review of policies and procedures, and proactive environmental scanning.
- Contribute to due diligence activities relating to mergers and acquisitions.
- Provide leadership, cover and support for the Governance and Performance Team when required.
- Accountable for People & OD KPIs and workforce dashboards, ensuring high-quality analytics and transparent reporting that enable robust organisational decision-making

Innovation and Initiative

- Contribute to Ark's business development plan through quality improvement and responsiveness to changing internal and external workforce needs.
- Act as a key advisor on all People & OD matters to the Executive Team, Leadership Team and the Board of Management.
- Lead the design and implementation of a modern People & OD strategy incorporating Talent & Engagement, L&OD, HR Operations, and Workforce Data.
- Apply effective problem solving, ensuring robust problem definition, generation of solutions, evaluation, selection and implementation.
- Embed quality frameworks that drive organisational and cultural change.
- Lead the development of employer brand, employee experience, and workforce engagement strategies, including digital engagement and employee voice mechanisms.
- Review current processes and implement improvements that increase efficiency and remove duplication.
- Design, deliver and evaluate targeted talent, engagement, culture and leadership interventions that support retention, succession planning and capability development.
- Oversee the development and continuous improvement of HRIS, LMS and payroll systems to support digital transformation across the People & OD function.
- Determine the resources, expertise and systems required to deliver an effective People & OD provision and negotiate these within the overall financial framework.
- Review the performance of People & OD functions and ensure services align with stakeholder expectations.
- Identify and equip leaders across Ark with the People & OD capabilities needed for the future.
- Lead the digital People agenda, ensuring the workforce has the skills and capability to adopt new systems, data-driven working and digital innovation.

Interpersonal Skills

Internal

- Act as a visible role model, embodying Ark's mission, vision and values.
- Build and sustain strong relationships with employees, managers, SLT and the Board of Management.
- Comply with CIPD and other relevant professional codes of conduct.
- Work collaboratively across Ark to provide professional expertise.
- Develop and maintain open, constructive and transparent working relationships.
- Ensure excellent customer service and timely delivery of outputs.
- Exhibit energetic, resilient and values-driven leadership.
- Provide clear, authoritative and impartial professional advice and analysis.
- Model inclusive leadership and promote a culture of equality, diversity, inclusion and human

rights across all People & OD activities.

- Contribute to the Senior Leadership Team and present impactful workforce insights.
- Handle negotiations and problem resolution proactively.
- Work closely with managers/specialists across the organisation.
- Apply statutory, regulatory and professional standards consistently.

External

- Represent Ark externally, promoting a strong employer brand and sector influence.
- Develop productive relationships with external bodies, regulators and partners.
- Lead work with recognised trade unions to foster excellent employee relations.
- Engage across the housing and social care sector to influence workforce policy and showcase Ark's practice.
- Lead the recruitment and selection process for People & OD teams.
- Liaise with external legal advisers, auditors and regulatory bodies where necessary

Leading and Developing People

- Ensure all staff are supported, motivated, and able to achieve their potential.
- Line manage, mentor and develop the People & OD teams.
- Create, communicate and implement a compelling People & OD vision.
- Set and monitor performance objectives across the function.
- Model a customer-focused culture.
- Coach and develop team members in line with Ark's performance management process.
- Provide professional guidance and support.
- Promote a coaching culture.
- Promote effective communication across People & OD and the wider organisation.
- Apply strong project planning and process management skills.
- Ensure external expertise is engaged where necessary.
- Develop organisational capability through structured leadership development, succession planning and career pathway frameworks aligned to Ark's Workforce Strategy.

Resources

- Responsible for income generation and appropriate allocation of resources.
- Manage People & OD budgets and staffing, working closely with Finance.
- Lead the development of the People & OD budget, ensuring robust financial planning, forecasting and alignment with organisational priorities.
- Report People & OD spend and resourcing to SLT and Board.
- Lead organisational-wide workforce planning, ensuring alignment with service needs and strategic priorities and lead the Vacancy Review Group.
- Be directly accountable for all People & OD teams.
- Maintain organisation-wide succession and contingency planning for People & OD, ensuring business continuity and risk mitigation.
- Reports directly to the Director of People, Performance & Business Transformation and has line management responsibility for the People Services Manager and Learning & Organisational Development Manager.

Impact on Decisions

- Responsible for the successful implementation of Ark's strategic aims and outcomes.
- Hold delegated responsibility for health, safety and welfare of People & OD team.
- Set targets and delegate tasks to deliver People & OD plans effectively.
- Exercise sound judgement balancing organisational needs and resource constraints.
- Provide expert advice to influence organisational decision-making from a People & OD perspective.
- Support People & OD managers/partners/leads and specialists with professional guidance.
- Decide when additional resources are required to support OD interventions.
- Develop and maintain succession planning, talent management and leadership pipelines to meet future organisational needs.
- Lead the organisation's approach to complex employment law issues, ensuring robust legal compliance, managing high-risk cases, and representing Ark in employment tribunals where required.
- Ensure organisational Terms & Conditions are regularly reviewed, remaining current, competitive and compliant with Fair Work and pay principles.

Expertise

- Proven experience in developing and delivering organisation-wide People, OD and workforce strategies that drive measurable cultural and performance outcomes.
- Strong competence in both strategic and operational planning, with the ability to translate long-term objectives into clear, actionable delivery plans.
- Deep professional expertise across Talent & Engagement, Learning & Organisational Development, HR Operations, organisational culture, and change leadership.
- Ability to provide authoritative OD insight to shape organisational direction, influence decision-making, and ensure alignment with corporate strategy.
- Demonstrated capability to apply broad experience gained across public, private or third-sector environments to build a commercially aware, outcomes-focused approach within Ark.
- Commitment to continuous professional development, maintaining up-to-date knowledge of emerging People & OD practice, regulatory requirements, and sector trends.

Qualifications

- Relevant qualification at SCQF level 11 or equivalent.
- Chartered CIPD membership (or equivalent professional status).
- Evidence of continued technical and professional development.

Experience

- Demonstrated track record in a senior People/OD leadership role.
- Experience driving organisational strategy as part of an SLT.
- Experience preparing Board papers and presenting at governance forums.
- Experience developing organisational policy and practice.
- Experience working across public, private or third sectors.
- Leadership experience that engages and inspires others.
- Experience delivering organisation-wide change programmes.
- Experience designing and delivering People, OD and leadership interventions.
- Experience influencing organisational culture.
- Experience managing multi-function People teams (HR, L&D, Payroll, OD).
- Experience leading recruitment, retention and workforce planning strategies.
- Experience overseeing HR operations, employee relations and payroll processes.
- Experience managing HRIS, LMS or people data systems.

Knowledge/Skills

- Employment law and regulatory compliance
- Learning and Development, training design and evaluation
- Leadership and management development
- Regulatory frameworks relevant to Ark
- Strategic management
- Project and risk management
- Communication and engagement
- Change management theory and tools
- Workforce analytics, HRIS, payroll and learning systems
- Talent acquisition, employer brand and employee experience
- EDI and Fair Work principles

Leadership Competencies

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