

**Role Profile**

**Head of Learning & Development**

**Role Purpose**

**Lead the Charity’s Learning & Development function to deliver the L&D strategy, ensuring it not only aligns with organisational goals but also embraces emerging trends and innovation to enhance business performance. The focus is on shaping an L&D proposition that empowers leadership, fosters talent, and cultivates growth in areas such as apprenticeships, qualifications, performance, and coaching along with a best in sector learning provision.**

**Key Accountabilities**

**Business Strategy**

* Develop and implement innovative learning strategies to ensure the charity's workforce is equipped with the necessary skills and knowledge to excel in their roles, enhancing overall organisational performance
* Lead the strategic planning and budgeting for the L&D function to drive continuous improvement and optimise processes for maximum efficiency, supporting organisational goals.

**Business Development and External Relations**

* Drive the commercialisation of L&D propositions to generate revenue and align with the charity's mission, enhancing the overall impact of the L&D function
* Develop and maintain external partnerships to enhance the charity's reputation and explore opportunities for co-production of innovative and unique learning solutions that are ground-breaking in the sector with the potential for commercialisation, leveraging negotiation and influencing skills.
* Influence sector standards and expectations by being a leading voice within the social care sector, advocating for effective training models and improved outcomes

**People**

* Oversee the leadership development strategy through the creation and management of a comprehensive leadership development framework that fosters talent growth and prepares future leaders, ensuring the charity's long-term success.
* Oversee the accreditation process for internal training programs to enhance credibility, positioning us strongly in the sector for business development opportunities / reputation with our Regulators.
* Lead the evaluation and prioritisation of training needs to balance risk, impact, and cost, ensuring the most effective use of resources.
* Optimise the function through effective resource planning, process management and development of the Learning Management System (LMS) to ensure the charity delivers quality learning solutions in the most efficient way
* Lead the team to deliver exceptional customer service to learners, operators, SMEs, support services, and all stakeholders, providing assurance to the executive team.
* Navigate the complexities of charity social care to balance bespoke needs with standardisation, ensuring tailored learning solutions that meet diverse colleague requirements and enhance service delivery
* Leading talent development strategies that contribute to the reduction in turnover and build high performance culture that align with our values and behaviours.

**Finance**

* Manage the budget and resources of the L&D function to ensure cost-effectiveness and maximise ROI for the charity.

**Transformation**

* Implement data-driven evaluation methods to measure the effectiveness and ROI of learning initiatives, ensuring optimal resource allocation and minimising waste.
* Collating and analysing data on learner behaviour to identify improvements and design targeted learner-engagement interventions delivering higher than 95% compliance consistently.

**Legal and Risk**

* Provide assurance to the executive team on learning compliance and the impact of L&D initiatives by tracking relevant KPIs and success measures, demonstrating the value of L&D.
* Ensure compliance with external standards and regulations by implementing policies and procedures that maintain high standards of training and development.

**Leading and Managing a Team**

* Lead, develop and motivate their leadership teams to attract, retain and develop the capacity, capability and talent to create a high performing teams and achieve strategic objectives
* Set expectations and manage, monitor, coach and develop team members to ensure that they maximise their performance, meet the required standards, and continuously develop their capabilities and experience

 **Scope and Geography** This is a national role covering Scotland and England.

**Travel Expectation** As a member of the Senior Leadership Team there is some requirement for national travel.

**Collaboration** It is expected that the post holder will work proactively and collaboratively with the regional teams Operational Leaders, supporting Business Partners, Managers, and Specialists, and in addition will liaise with Support Services functions particularly, Clinical Governance, Quality Assurance, Strategic Projects, and People Services.

**Budgets** This role will be accountable for the Learning and Development budget.

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| **Best Life Possible Success Measures** |
| **Service Quality and Innovation** | * **Mitigating People Risks**: Successfully identifying and addressing people risks associated with training, ensuring compliance and driving up learning engagement, thereby minimising operational impact
* **Building Resilience**: Implementing strategies to build resilience within the workforce, ensuring they are equipped to handle challenges and adapt to changes effectively
* **Innovative Learning Solutions**: Developing and implementing innovative learning strategies that enhance service delivery and improve overall organisational performance
* **Learning Compliance**: ensuring organisational learning compliance is above the organisational KPI target of 95%.
* **L+D Target Achievement:** delivery of the L+D Function’s success measures including colleague capability, learner engagement, learning effectiveness and efficiency, and learning culture.
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| **Career Opportunity** | * **Leadership Development**: Creating and managing a comprehensive leadership development framework that fosters talent growth and prepares future leaders, ensuring the charity's long-term success
* **Accreditation of Learning Programs**: Overseeing the accreditation process for internal training programs to enhance credibility and explore commercial opportunities, aligning with the charity's mission and generating revenue
* **Effective Resource Planning**: Optimising the function through effective resource planning and process management to ensure the charity delivers quality learning solutions in the most efficient way
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| **Community Engagement** | * **External Partnerships**: Developing and maintaining external partnerships to enhance the charity's reputation and explore commercial opportunities, leveraging negotiation and influencing skills
* **Coproduction**: delivering content which has been coproduced in partnership with the people we support, ensuring solutions are aligned to their wants and needs.
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| **Sustainable Economics** | * **ROI of Learning Initiatives**: Implementing data-driven evaluation methods to measure the effectiveness and ROI of learning initiatives, ensuring optimal resource allocation and minimising waste
* **Cost-Effectiveness**: Managing the budget and resources of the L&D function to ensure cost-effectiveness and maximise ROI for the charity
* **Income Generation**: Generating income through access to funds, grants, or commercial opportunities.
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| **Structure** |

**Qualifications, Experience, and Knowledge (e essential; d desirable)**

* **CIPD Level 7 or equivalent experience**: Demonstrates advanced knowledge and expertise in Learning & Development, ensuring the role holder can effectively lead the function and align with organisational goals
* **Significant experience leading an in-house L+D Function:** ensuring the post holder can lead the design, and delivery of a programme of learning solutions aligned to the requirements of the organisation in an in-house setting.
* **Experience of working within regulatory environments**: Ensures compliance with external standards and regulations, providing assurance to the executive team on learning compliance
* **Experience of managing a portfolio of learning and performance solutions**: Demonstrates the ability to oversee and optimise a diverse range of learning initiatives, ensuring they meet organisational goals
* **Experience of working with Learning Management Systems**: Preferably Cornerstone, ensuring the role holder can effectively manage and utilise LMS to deliver quality learning solutions
* **Experience of developing, delivering, and evaluating adult learning and development solutions**: Ensures the role holder can create and implement effective learning strategies that enhance organisational performance
* **Experience of coaching and developing others**: Demonstrates the ability to foster talent growth and prepare future leaders, ensuring the charity's long-term success
* **Experience of working with a geographically dispersed team**: Ensures the role holder can effectively manage and support a diverse team, enhancing team performance
* **Experience of scheduling multiple training courses, and managing multi-disciplinary resources and venues**: Demonstrates the ability to effectively plan and execute training initiatives, ensuring they meet organisational requirements
* **Experience of delivering complex projects**: Ensures the role holder can effectively manage and execute large-scale learning initiatives
* **Experience of evaluating and prioritising training needs**: Ensures the most effective use of resources, balancing risk, impact, and cost
* **Experience of leading a team to deliver exceptional customer service**: Ensures the role holder can drive credibility and customer satisfaction.
* **Experience or knowledge of accreditation processes for learning solutions and programmes**: Ensures the role holder can enhance the credibility of internal training programs and explore commercial opportunities
* **Experience of working within the Health and Social Care sector**: Demonstrates the ability to navigate the complexities of charity social care and balance bespoke needs with standardisation
* **Experience of developing external partnerships**: Ensures the role holder can enhance the charity's reputation and explore commercial opportunities, leveraging negotiation and influencing skills
* **Experience of optimising a function through effective resource planning and process management**: Demonstrates the ability to deliver quality learning solutions in the most efficient way
* **Experience of leading the commercialisation of L&D propositions**: Ensures the role holder can generate revenue and align with the charity's mission, enhancing the overall impact of the L&D function
* **Experience of managing the budget and resources of the L&D function**: Ensures cost-effectiveness and maximises ROI for the charity

**Competencies, Skills, and Abilities**

* **Strategic Thinking**: Ability to develop and implement innovative learning strategies that align with organisational goals and enhance overall performance
* **Leadership Skills**: Proven ability to lead, develop, and motivate teams to attract, retain, and develop talent, creating high-performing teams
* **Stakeholder Management**: Ability to influence internal and external stakeholders at all levels to build mutually beneficial relationships
* **Project Management**: Experience in delivering complex projects, managing multi-disciplinary resources, and scheduling multiple training courses
* **Data-Driven Decision Making**: Ability to implement data-driven evaluation methods to measure the effectiveness and ROI of learning initiatives
* **Compliance and Risk Management**: Ensuring compliance with external standards and regulations, and providing assurance to the executive team on learning compliance
* **Relationship Building and Networking Skills**: Ability to develop influence internal and external stakeholders at all levels to build mutually beneficial relationships. Ability to network and tap into a broad set of networks to find ways to innovate and improve
* **Commercial Acumen:** Proven experience in driving the commercialisation of L&D propositions to generate revenue and align with the charity's mission
* **Negotiation Skills**: Proven ability to negotiate and influence sector standards and expectations
* **Coaching and Development**: Experience of coaching and developing others to foster talent growth and prepare future leaders
* **Innovation**: Embracing emerging trends and innovation in L&D to enhance business performance

**Personal Attributes**

* **Highly organized**: Demonstrates the ability to manage multiple tasks and projects efficiently, ensuring timely and effective delivery of learning initiatives
* **Self-driven, motivated, and independent**: Shows a proactive approach to work, taking initiative and driving projects forward without constant supervision
* **Solution-focused mindset**: Possesses a problem-solving attitude, always looking for ways to overcome challenges and improve processes
* **Adaptable**: Capable of adjusting to changing circumstances and environments, ensuring flexibility in approach and execution
* **Resilient**: Maintains composure and effectiveness under pressure, demonstrating the ability to handle setbacks and continue working towards goals
* **Empathetic and people-oriented**: Values the human impact of learning initiatives, prioritising engagement and inclusion to foster a supportive learning environment
* **Collaborative and relationship-driven**: Builds strong, productive relationships with key stakeholders, ensuring effective collaboration and mutual benefit
* **Visionary and forward-thinking**: Able to see the bigger picture and align learning strategies with long-term organisational goals
* **Innovative and creative**: Challenges the status quo and drives new ways of working, embracing emerging trends and innovation in Learning & Development
* **Integrity and professionalism**: Acts as a role model for ethical leadership and organisational values, ensuring high standards of conduct and accountability

**Tasks and Responsibilities** (representative, not exhaustive)

* Working with internal stakeholders to prioritise the development of training needs based on risk assessment.
* Reviewing and proposing the annual L&D budget, monitoring overall spend.
* Seeking external partnerships, building these relationships, looking for opportunity to co-produce.
* Finding opportunities for income generation and the commercialisation of our L+D offering.
* Understanding priority issues and working with internal stakeholders to evaluate the best resolution.
* Lead the strategic review of the function and develop the functional strategy and plan.
* Developing and monitoring progress against the L&D plan – programme management, monitoring the RAID log and giving direction to the team.
* Build and develop a high performing team ,setting stretch goals and strengths based approach. Team 121’s, team meetings and quarterly L&D function meetings.
* External networking and horizon scanning, representing the charity as a thought leader in L&D for the sector.
* Promoting the function, progress, key developments and deliverables internally.
* Working with internal stakeholders to establish and maintain key governance structures that guide decision making for L&D developments.
* Benchmark L&D performance, communicate performance and drive improvement activity.
* Leading through change for the function, being the figure head of key organisational and functional changes.
* Workforce planning for the Centre of Excellence, considering talent and succession plans and lead recruitment activity and staff budget management.
* Apply continuous improvement methodologies to enhance organisational processes, increasing operational efficiency.
* Proactively identify areas for optimisation within the organisational structure, processes, or resource allocation to maximise effectiveness.
* Consider our position as an inhouse training team or the benefits of becoming a recognised training  provider for the broader market. Build a business case to support the best outcome for the organisation and then implement and embed the appropriate structural design.
* Drive efficiency and productivity of the training provision to ensure we have a best in class offering
* Deliver the L&D two year plan ensuring completion of the GROW framework, bespoke learner journeys tailored to the people we support, and effective hands assessments embedded.
* Ensure organisational compliance of above 95% completion of all training, including regulatory training as a subset. Consider all the effective levers available to ensure this is a consistently achieved KPI

**Behaviours and Values**

At Community Integrated Care “how” you approach your work is just as important as “what” you do. With that in mind, we have outlined the key behaviours that we look for at each level in our charity. This role aligns with level 2 in our guide to behaviour.

**Job Evaluation**

Internal Evaluation Level: 2