

Director of Human Resources and Organisational Development

Join us – make a difference in our communities

West Sussex County Council is on an improvement journey that places residents, customers, and partners at the heart of everything we do. In the past year we have supported people through the Covid-19 pandemic, made significant improvements in Children's Services and Fire and Rescue Services, and have developed our corporate infrastructure including a new corporate plan (Our Council Plan 2021-2025), budget and frameworks for business planning and corporate performance and a people strategy (Our People Framework),

We want to sustain this progress for the longer term and are looking for an experienced senior Human Resources (HR) and Organisational Development (OD) leader to build on our achievements and take us further. We need a robust approach to HR and Organisational Development, underpinned by clear and effective service offer. We are determined to support and enable the County Council's services by implementing Our People Framework. This will ensure we are a great place to work, an employer our staff are proud to work for and that we are able to attract and retain the workforce we need today and for the future.

About the job

Reporting to the Chief Executive, as a member of the Executive Leadership Team, you will lead the Council's strategic thinking on workforce issues; develop effective ways of implementing modern people management strategies and good practice; and contribute to the leadership of the council as a whole.

You will lead on our professional practice in relation to our people and organisational improvement ensuring services are supported and enabled to deliver well for our residents, communities, and businesses. You will be responsible for developing and implementing HR strategy, policies, provision, procedures, and guidance; and for designing and implementing HR support services across the Council. Success will mean ensuring the effective resourcing and development of a skilled, engaged, and empowered workforce and a supportive and inclusive culture.

Additionally, you will lead and support the HR element of the implementation of Smarter Working across the organisation to help achieve good productivity and job satisfaction through the right balance of where and how our staff work as we build on the experience during the pandemic and sustain the benefits of working in a modern and flexible way.



What you'll need to succeed

You will be an HR professional with excellent communication and influencing skills. You will have a proven track record of delivering and leading a complex service, with extensive experience of operating successfully within a senior leadership team, shaping, and influencing innovative and high-quality people practices. You will provide strategic leadership and work collaboratively to lead and embed a performance focused culture to deliver high quality outcomes. You will have a thorough understanding of the relationships with the services that you will support and enable and of the culture and its impact on the Council's effectiveness. You will also have a proven ability to operate in a political environment.

Job Purpose

As Director of HR and OD you will play a key role in the Council's Executive Leadership Team (ELT), leading and delivering corporate objectives, and in the provision of expert support to the Head of Paid Service.

As a member of the ELT you will be responsible for the technical delivery of your role and the corporate competencies, while living and promoting the corporate values through your day-to-day work.

You will provide strategic leadership to the HR and OD function ensuring that the support provided to managers meets the needs of the Council and aids the achievement of our objectives through our People.

You will take full responsibility for all matters relating to: HR and Organisational Development Strategy; HR consultancy/business partnering; HR policy; employment law; collective bargaining and consultation and trade union relations; staff engagement; organisation improvement (including cultural change) and development; learning and development; employee performance management; and employee health, safety and wellbeing.

You will be the Council's expert and role model in leading on organisational people change and provide pragmatic and effective approaches to establishing and sustaining a positive and inclusive culture based on our values.

You will ensure that HR services are efficient and smooth running, managing the relationship with external providers, (including liaising where appropriate with contract management leads for these arrangements) and ensuring value for money.

You will deliver significant levels of advisory and business support-like services linked to the provision of HR, learning, organisational development within the organisation; and in relation to some other HR orientated support (including HR services to schools, establishment management and reporting) to determine the services that are offered additionally but provided by an outsourced provider(s).



Job details

Grade: Senior Management Group (SMG)

Directorate Group: Human Resources and Organisational Development

Location: County Hall, Chichester with smarter working arrangements

Politically Restricted Post: Yes

Accountable to

Chief Executive

Required experience and skills

(These will be used as the shortlisting criteria)

Key Skills:

1. Excellent communication skills at all levels with the ability to influence, negotiate and establish credibility to represent the County Council and enhance its reputation and form positive relationships with external partners and elected members.
2. Ability to work proactively with fully delegated authority to use principles and seasoned judgement to deal with complex issues without referral, for example resolution of complex service issues.
3. Ability to recognise where change is needed, to embrace and create an enthusiasm for change and to work effectively with others to develop creative, innovative, and customer-focused solutions.
4. Ability to maintain a customer-focused approach, building working partnerships with others to foster effective joint working, based on collaboration and cooperation to deliver "joined up" services or programmes.
5. Proven people management skills with the ability to inspire and provide direction and support promoting a "can do" attitude and an environment of creativity and innovation.
6. Ability to delegate responsibility and provide constructive feedback and coaching to individuals in roles where there is a high degree of discretion in decision making.

Qualifications and/or experience:

- Fellow CIPD qualified (or equivalent experience) and relevant developed HR expertise.
- Educated to post-graduate level or equivalent experience in one or more of the relevant technical specialist areas, for example, human resources, organisational change, or programme management.
- Evidence of continuing professional development.
- Significant track record in executing team and individual performance effectively.
- Experience of having worked at a senior level in a political environment.
- Exceptional HR leader with experience in leading large teams and bringing about organisational change.



- Recent experience of successfully leading the delivery of strategic objectives & business plans.
- Significant experience of operating in leadership roles, translating strategy into effective operational plans.
- Broad knowledge of public sector services, the macro social and economic context within which local authorities work and the implications of this for delivery of County Council's aims.
- Business acumen from creating a commercial environment where the management of cost and customer satisfaction is paramount.

Key responsibilities

Provide clear leadership on HR strategy, workforce planning and cultural change which demonstrates a professional approach and brings about lasting and sustainable change.

Develop plans across HR and OD, to support implementation of the agreed business strategies for the Council and its partners which are focused on delivering the political objectives and priorities of West Sussex and which mitigate all identified risks.

Be responsible for HR and OD budgets and resources, ensuring that they are allocated effectively for the delivery of intended outcomes in a manner which demonstrates value for money and compliance with relevant policies and guidelines.

Manage any outsourced services robustly for which the HR and OD function is the client and provide a balance of strong client management with an ethos of joint resolution of issues.

Develop arrangements for aligning organisational development activities with the changing cultural needs of the Council.

Lead on the development and implementation of Smarter Working to achieve the right balance of office, home, or remote working at different locations to support the delivery of services and the wellbeing of staff

Lead on employee engagement, diversity, trade union relations, and staff engagement to ensure a motivated, engaged workforce which reflects the requirements of the Council and service needs.

Develop innovative and robust arrangements for employee resourcing, retention, and reward; including senior recruitment, recruitment strategy and campaigns for hard to fill posts; generic recruitment and active management of temporary/agency workers.

Lead on employee performance with a focus on the importance of the employee/manager relationship; a process of near-term objective setting and ensuring continuous performance improvement.

Lead on the provision of an employee wellbeing policy, provisions, and plan in collaboration with the Director of Public Health; and ensuring access to an occupational health.



Provide guidance and support to Cabinet and Members in translating their political objectives and priorities into coherent HR initiatives that will deliver their intended outcomes for West Sussex.

Our Values

You will lead, promote and demonstrate the values of our organisation.

- Trust and Support
- Listen and Act Upon
- Customer Centred
- Honest and Realistic
- Genuinely Valued

You will lead, promote, and demonstrate the cultural ambition of our organisation:

"We have an inclusive and supportive culture, work in partnership and reward individual and team contribution."

JD Code: H145

Date: July 2021

