



**SOUTHAMPTON**  
CITY COUNCIL

# Candidate Pack

Director of People and Culture



# Contents

<b>Welcome</b> .....	<b>3</b>
Letter from Mel Creighton, Executive Director Enabling Services & S151 Officer	
<b>Advert</b> .....	<b>4</b>
<b>About Southampton</b> .....	<b>5</b>
<b>Job Description and Role Profile</b> .....	<b>6</b>
<b>Application Process</b> .....	<b>11</b>

# Welcome

Letter from Mel Creighton, Executive Director Enabling Services & S151 Officer

Dear Candidate,

Thank you for your interest in the Director of People and Culture role at Southampton City Council.

While like many local authorities we operate in a challenging financial environment, we are passionate about people and culture, service delivery, vision and innovation.

The successful candidate for this role will play a key part in ensuring Southampton City Council remains customer focused and committed to our transformation programme to meet the expectations of our residents and businesses while driving ahead and contributing to our ambitious vision for the future in our City Plan.

The Director of People and Culture will provide strategic leadership in helping to develop and deliver our people strategy, organisational development and culture change in alignment with our transformation programme.

If you feel this is a challenge you can meet, and have the drive, energy and experience then I look forward to receiving your application and, if you are successful, working closely with you to build our HR & OD future on strong foundations.

Yours faithfully,



**Mel Creighton**  
Executive Director Enabling Services  
& S151 Officer





# Advert



## Director of People and Culture

up to £112,000

### Southampton City of Opportunity

Our transformation programme **Adapt | Grow | Thrive** is underway. It will be delivered alongside an ambitious new City Plan. We are determined to embrace a culture of positivity, openness, and collaboration, while remaining customer focused and delivering on our commitments to the city.

This is a great opportunity for a proactive and motivated individual to join our Leadership Team. Reporting into our Executive Director, Enabling Services, you will have the opportunity to work strategically and play a key part in helping us to develop and deliver our people strategy, organisational development strategy and culture change – all of which will underpin our ambitious transformation programme.

We truly recognise the value and importance of the HR & OD function in delivering our organisational objectives. If you are as passionate as we are about people and culture and possess the necessary experience, drive, and energy to lead this important agenda, then we want to hear from you.

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For an informal discussion about the role please contact **Rob Naylor or Ben Cox on 0121 592 2165.**

For more information and to apply please visit [www.færfield.co.uk/southampton](http://www.færfield.co.uk/southampton)

**Closing date: Midnight 23rd August 2024**

**Færfield**

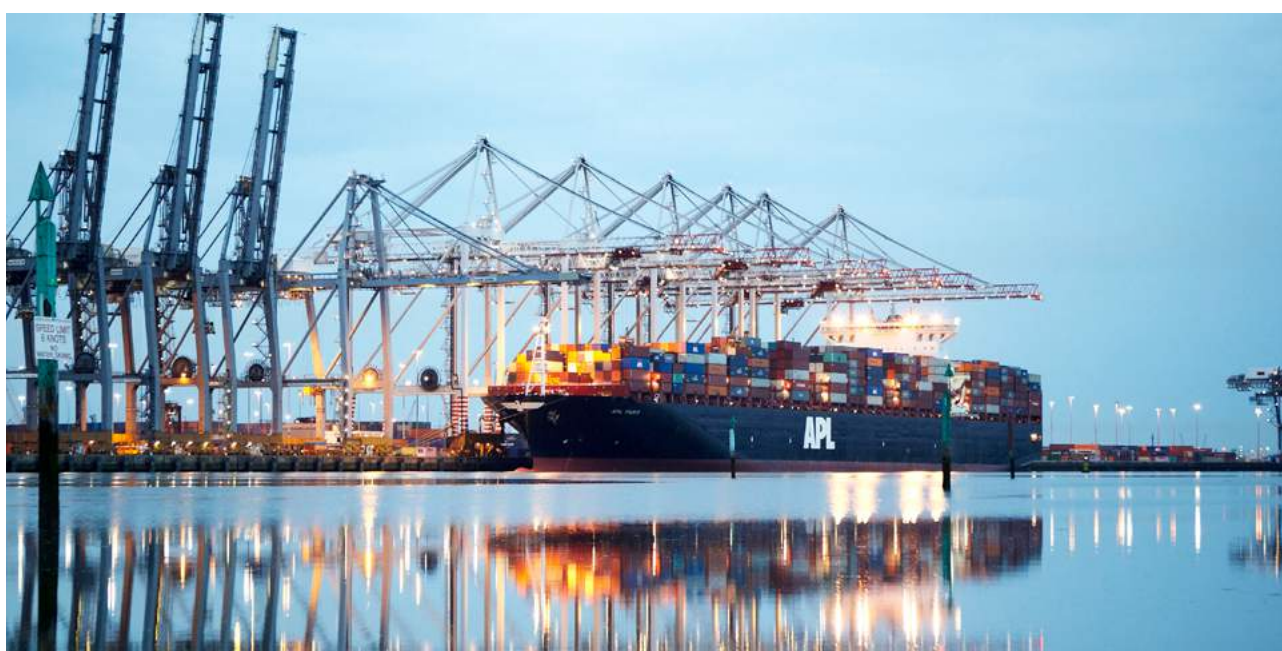


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# About Southampton

Southampton is a vibrant and diverse port city located along the south coast of Hampshire, rich in culture and activities, with excellent connections to the rest of the country. It is a green city, with beautiful central parks and hundreds of acres of surrounding fields, wetlands and wildlife. Home to two universities, the departure point of the Titanic, and the birthplace of the Spitfire, it is a city dripping with history.



# Job Description and Role Profile

<b>Post Title</b>	Director: People and Culture
<b>Service Area</b>	Enabling Services
<b>Job Family</b>	Human Resources and Organisation Development
<b>Salary</b>	TBC
<b>Accountable to</b>	Executive Director: Enabling Service
<b>Accountable for</b>	Human Resources Organisation Development
<b>Date Evaluated</b>	TBC

## Purpose of Job

To provide strategic leadership to develop and deliver a people and culture plan which achieves the vision for our people to make a difference to the lives of the people of Southampton. Delivering high quality, modern, value for money services, giving us all pride in our work, for us to realise our potential, and to make Southampton a city of opportunity.

Act as the professional lead working closely with the chief executive, executive directors, and members.

Lead the HR and Organisation Development services and a key stakeholder to the communication and change teams.

## Key Accountabilities & Duties

### Strategic leadership

The Director for People and Culture will inspire and enable all colleagues to develop as a high performing team that delivers the ambitions for the residents of Southampton. In doing so they will:

- Lead the co-creation and delivery of a People and Culture strategy which is a framework of various aspects of workforce management that work together to drive and support the organisation to meet its performance targets through connecting colleagues to the vision, purpose, values, and performance.
- Work with the Executive Management Team to frame the culture including the organisation's values, behaviours and the way we work. Through co-design and delivery, innovate, monitor and review the continuous development of the culture.
- Lead the development and implementation of a diversity, equality, inclusion and belonging (EDIB) strategy which champions the colleague's voice. Work with Affinity groups, colleagues, and other forums to ensure their voice is part of everything we do,

- Work with the Chief Executive, senior colleagues, and the transformation team to ensure the organisation design and structures align to the outcomes of the transformation programme and enable future business delivery.
- Lead and work with senior colleagues to develop the organisation's, fit for purpose, capability framework, underpinned with an organisation development plan which aligns and keeps pace with new skills required, and is codified in workforce planning activities.
- Lead the development and implementation of workforce planning to ensure the talent pipeline outcomes meet the current and future capability and capacity needs, aligns to the organisation and financial strategies.
- Lead the development and implementation of a recruitment and retention strategy that optimises the links to culture. Champion with senior leaders the career opportunities as part of strengthening the brand and to ensure retention informs our overall colleague offer.
- Advocate for the growth of leadership capabilities and putting in place interventions to support development and succession planning.
- Lead and maintain good corporate governance including risk management and compliance particularly in respect to employment legislation and information governance.

### **Service delivery**

- Provide leadership to the HR teams to deliver their aspects of the service including the People and Culture Plan.
- Provide a strategic policy framework for all human resource matters and ensure the design and execution are compliant with current legislation and promote/align to the culture.
- As part of the Enabling Services provide leadership and support to the business partnering model to ensure a value-add service to our customers and business units, to equip them to meet their people management accountabilities.
- Support the development of the HR functions with the right capabilities and capacity to develop and deliver modern practices, provide a suite of professional services which are customer and partnering led.
- Ensure all reporting including performance analysis and statutory reports are provided in a timely manner.
- Manage budgets, procured services and risks.
- Oversee the partnership with the trade unions, create a modern approach to employee relations that enables the trade unions to contribute productively to the achievements of the council.

- Lead the continue digital transformation of HR systems processes to improve the colleague experience, provide professional services that are simple and mobile.
- Provide the chief executive and senior leaders with timely and relevant reports, analysed management information and advice to enable them to exercise their responsibilities and ensure decisions are well informed, clear. and implemented effectively.

### **Core Responsibilities and Deliverables**

#### Financial Management

1. To deliver HR and Organisation Development services within budget.
2. To comply with the Council's financial policies and requirements.
3. To identify and propose opportunities for innovation, commercialisation, cost savings, cost recovery or income generation.

#### Customer Relationships

1. To deliver HR and Organisation Development services in accordance with agreed service standards.
2. To monitor and act upon customer feedback to improve customer experiences and to meet or exceed customer satisfaction.
3. The dissemination of information and promoting effective liaison with other related agencies.

#### Operational Effectiveness and Compliance

1. To operate in accordance with HR policies and practice.
2. To undertake continuous improvement activity to improve the effectiveness of services.
3. To comply with all Council policies in relation to Health and Safety and Information Governance.
4. To escalate risks and issues which may impact any aspect of performance or the Council's reputation.
5. Deliver an effective HR and Organisation Development Service and taking responsibility for performance
6. The effective management of personal workload.
7. Ensure that records are maintained, and reports are completed to a high standard and within the specified timeframe
8. Commit to the protection and safeguarding of adults with care and support needs, and value and respect their views and needs.

#### Organisational Capability

1. To participate in team and Council wide activities to improve involvement and communication.
2. To participate in and to use the appraisal and performance contract process to develop personal contribution and develop capability.
3. To take responsibility for personal development including any continuous Professional Development.
4. To work with others in the team to develop change readiness.
5. Participate in and work in partnership with a range of multi-agency services

Applicants will be able to demonstrate the following:



<b>Person Specification</b>		
<b>Criteria</b>	<b>Essential</b>	<b>Desirable</b>
<p>Qualification</p> <p>Knowledge, Experience and Skills</p>	<p>Experienced senior HR professional – operated at c-suite level in either the private or public sector.</p> <p>Experienced in the development and delivery of people and culture strategies which meet the needs of the organisation.</p> <p>Track record of developing organisation culture and capability.</p> <p>Experience in developing strategies to deliver, culture change, EDIB, organisation design and talent management and workforce planning.</p> <p>Demonstrable values led leader, having worked at a senior level in a multi-stakeholder and across public and/or private sectors.</p> <p>Experienced building relationships with colleagues, members, forums and trade unions.</p> <p>Demonstrable track record of working in a complex environment, competing priorities and where a whole system change is required.</p> <p>Professionally sound and knowledgeable of all areas of HR, organisation change and culture shift.</p> <p>Experience in leading a people agenda through a significant period of transformation and maximising opportunities in digitalisation and workforce efficiencies.</p>	<p>Degree - Human Resource Management</p>
<p>Leadership Behaviours</p>	<p>Strategic thinker and decision maker.</p> <p>Storytelling, sharing a compelling vision and can take people with them.</p> <p>Ability to promote a culture that emphasises high performance and continuous improvement.</p> <p>High expectations of themselves and others on achieving and delivering high quality services.</p>	

	<p>Strong persuasive communication skills that can be adapted to specific audiences and differing situations.</p> <p>Team player, able to work across the organisation, great listener and with the ability to influence.</p>	
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Core Behaviours
<ul style="list-style-type: none"> <li>• Takes personal accountability and holds others to account.</li> <li>• Takes responsibility for own development.</li> <li>• Listens to and respects the opinions of others.</li> <li>• Asks for, reflects upon and acts on feedback.</li> <li>• Works collaboratively with others to deliver the best outcomes.</li> <li>• Actively seeks opportunities for improvement in organisational processes and activity.</li> <li>• Builds understanding and commitment to transformational change.</li> <li>• Sets standards for customer service.</li> <li>• Builds relationships of trust and alliances with customers groups.</li> </ul>

Additional Requirements																		
<ol style="list-style-type: none"> <li>1. The duties and responsibilities highlighted in this job description may vary over time. Postholders are expected to undertake other duties and responsibilities relevant to the nature, scope and grading of the post.</li> <li>2. The post holder must have the ability to understand the needs of a multi-racial society and be prepared to implement the Council's Equality Policy at a level appropriate to the job and must always carry out his/her responsibilities with due regard to the Council's Equal Equality Policy.</li> <li>3. The post holder is required to be familiar with the Directorate's Health and Safety Policy and be aware of and observe any part of the policy related specifically to the duties and responsibilities of the post.</li> </ol>																		
<table border="1" style="width: 100%; border-collapse: collapse;"> <tr> <td style="width: 35%;">Standby Payment</td> <td>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></td> </tr> <tr> <td>Fire Marshall</td> <td>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></td> </tr> <tr> <td>First Aider</td> <td>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></td> </tr> <tr> <td>Politically Restricted</td> <td>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></td> </tr> <tr> <td>Tool Allowance</td> <td>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></td> </tr> <tr> <td>Emergency Planning Rota</td> <td>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></td> </tr> <tr> <td>Contractual Car User (see intranet for more information)</td> <td>Yes <input type="checkbox"/> No <input checked="" type="checkbox"/></td> </tr> <tr> <td>DBS (see intranet for more information)</td> <td>Standard <input checked="" type="checkbox"/> Enhanced <input type="checkbox"/> N/A <input type="checkbox"/></td> </tr> <tr> <td>Basic Disclosure (see intranet for more information)</td> <td>Yes <input checked="" type="checkbox"/> No <input type="checkbox"/></td> </tr> </table>	Standby Payment	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	Fire Marshall	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	First Aider	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	Politically Restricted	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	Tool Allowance	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	Emergency Planning Rota	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>	Contractual Car User (see intranet for more information)	Yes <input type="checkbox"/> No <input checked="" type="checkbox"/>	DBS (see intranet for more information)	Standard <input checked="" type="checkbox"/> Enhanced <input type="checkbox"/> N/A <input type="checkbox"/>	Basic Disclosure (see intranet for more information)	Yes <input checked="" type="checkbox"/> No <input type="checkbox"/>
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# Application Process

**Closing date for applications:** Midnight 23 August 2024

**Preliminary Interviews (via Teams):** Tuesday 10 September 2024

**Assessment Centre & Final Interviews:** Thursday 26 September 2024

**For a confidential discussion about this role please speak to:**

Rob Naylor

**Tel:** 0121 312 3755

**Email:** [rnaylor@faerfield.co.uk](mailto:rnaylor@faerfield.co.uk)

Ben Cox

**Tel:** 0121 312 3755

**Email:** [bcox@faerfield.co.uk](mailto:bcox@faerfield.co.uk)

To apply, please go to the link below:

[www.faerfield.co.uk/southampton](http://www.faerfield.co.uk/southampton)

