



SURREY HEATH BOROUGH COUNCIL

# Candidate Information Pack

## Head of HR, Performance and Communications



**September 2022**

Surrey Heath Borough Council  
Knoll Road, Camberley GU15 3HD  
[human.resources@surreyheath.gov.uk](mailto:human.resources@surreyheath.gov.uk)



## A Letter from the Chief Executive

September 2022

Thank you for your interest in this key role of Head of Human Resources (HR), Performance and Communications.

This is a fantastic opportunity and a hugely exciting and rewarding senior leadership role. It is also a very important role for me personally and for our organisation. I therefore wanted to take a few minutes to share with you some of my thoughts about this role.

Firstly, we are looking for a consummate HR professional who is passionate about making their mark and demonstrating their leadership abilities in an ambitious and collaborative organisation. You will have a strong track record of delivering effective and efficient HR processes, promoting positive staff relations and contributing to an excellent staff culture. You harness this experience to deliver our far-reaching *Workforce of the Future* programme.

While the role deliberately has a wide strategic remit, with lots of scope to make a really positive difference in the organisation, it is not necessary for you to be an expert in the other dimensions of this role. This is because we are fortunate to have very high calibre managers who provide significant technical strengths where it is needed. What matters is your ability to lead effectively and fully harness the talents of those around you.

We have fully embraced agile working underpinned by class-leading technology. However, we recognise that central to the long-term success of working in this way will be our ability to maintain a strong unifying identity and enable staff to develop and maintain meaningful connections with their colleagues, with different teams, and with the organisation as a whole. You will draw on your deep understanding of people and organisational culture, to help us achieve this.

You will have key role on the development of our corporate strategies and plans and help build greater confidence across the organisation with how we measure and manage our performance.

You will be a key member of our Corporate Management Team (CMT) and therefore contribute to the overall corporate leadership of the organisation. We are a relatively new team, ambitious about what we can achieve together and with a strong focus on delivery. We care passionately about our people, who are among the most committed and talented you will find anywhere in local government.

The post has become available due to the promotion of the current post holder who is moving on to her new authority in November after thirteen years at the Council. She has done an excellent



job to get us to this point and we are looking for someone who can quickly build on the foundations and positive momentum that has been established.

Finally, we are a very friendly and welcoming place, with wonderful staff representatives, a great staff culture, and a commitment to personal development and shared success.

If my description whets your appetite, then please do get in touch. I'd love to hear from you.

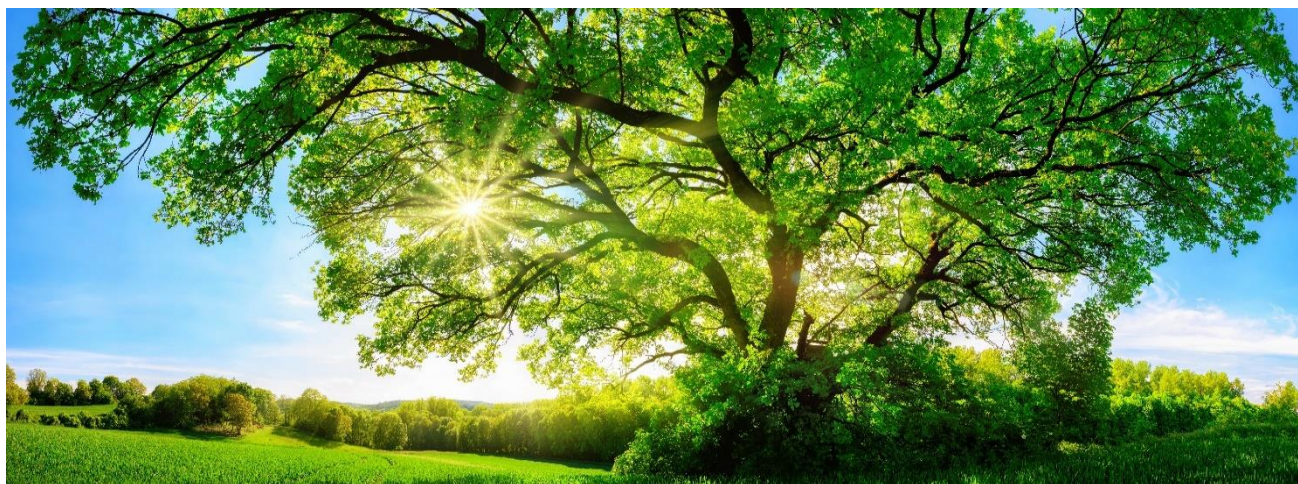
Yours sincerely



Damian Roberts  
CHIEF EXECUTIVE







## About Surrey Heath the place

Situated in North West Surrey, with a population of 91,000, Surrey Heath is a beautiful place to live and work. We rank first in the Home Counties for wellbeing (NOMIS 2019) and first in England and Wales for tree coverage (Bluesky). Combine that with close proximity to London and Heathrow Airport, and our ambitious regeneration programme for Camberley town centre (the Borough's largest town), and we have a lot to offer.

The borough covers 36.5 square miles in north west Surrey, on the border of both Berkshire and Hampshire and is a contrast of urban and rural environments. The area has unique military heritage with the Royal Military Academy Sandhurst, where all British Army Officers are trained.

Generally a highly affluent area, people who work here have the second highest average weekly wage in the South East. But having enough homes for people that need them and are affordable is a significant challenge, especially when balanced against the need to maintain the green nature of the borough and the extensive specially protected heathland (SPA).

We know a number of our residents and their families that are struggling, a situation made more challenging by the fragile national economy and rapidly rising food and fuel prices. In some parts of the Borough there is a life-expectancy gap of up to 11 years and with the number of older people expected to rise more in Surrey Heath than other places over the next five years.

This is a uniquely challenging time for our local communities and local businesses, and therefore there has never been a more important time for the Council to deliver effective and responsive services and to help make a positive difference in people's lives.



## About Surrey Heath Borough Council

We are an ambitious organisation with a clear sense of direction. This is set out in the Council's Five-Year Strategy which was developed in 2021 out of the largest public and stakeholder engagement process ever undertaken in the borough. The Council's priorities are expressed under the four themes of Economy, Environment, Health and Quality of Life and Effective and Responsive Council. This in turn feeds into our Annual Service Delivery Plans.



We have 35 elected members, enjoy positive Member engagement and effective cross-party working arrangements.



We employ over 250 staff directly with a strong ethos for public service. We also enjoy a friendly and supportive staff culture which is reflected in our organisational values.

We recognise that nothing can be achieved in isolation, and we have a strong foundation in Surrey Heath of teamwork through collaboration and partnership working. This is just as important for us internally as externally, which includes local voluntary organisations, Frimley NHS, the Police, the County Council, the Department of Work and Pensions, local Housing Associations, the Business Improvement District (BID) and neighbouring Councils.

Many of our front-line services are delivered through innovative partnerships with neighbouring Councils or through external contracts, and many of our teams deliver top-tier performance levels.

We have made excellent progress with delivering our Medium-term Financial Strategy (MTFS) which was established last year and is focused on addressing the impact of the pandemic and its aftermath on the Council's finances. Overall we have a good track record of financial management which is owned at every level and benefit from healthy financial reserves.

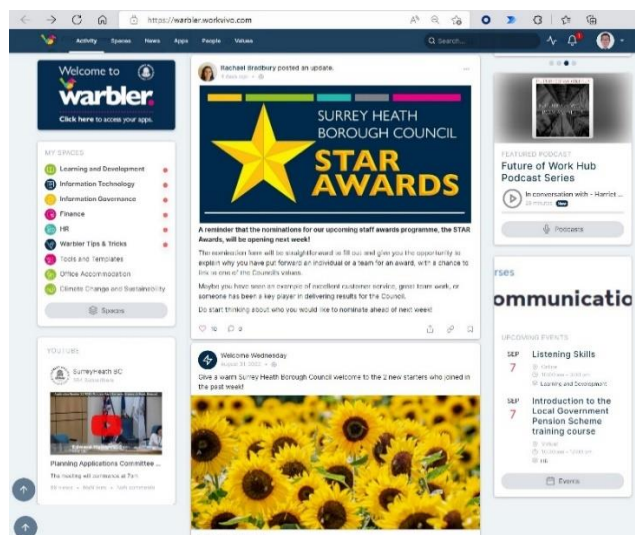
Delivery is really important to us and in Surrey Heath and this is underpinned by effective governance and project management, excellent customer service and meaningful community engagement.



## Recent Activities

### New staff intranet

This year we launched our fantastic new staff intranet – named by our staff as Warbler (a rare species found locally in our beautiful, protected heathland)



### New Staff Awards

This year we are launching our new staff awards scheme – the Star Awards. This recognises the exceptional contribution of individual staff and teams.

### All Staff Briefings and engagement

We have regular interactive All Staff Briefings, via Zoom or in-person, and through our sports and social club have enjoyed lunchtime staff picnic in the park, quiz nights, and cultural events in London. These all add to the sense of connection, community and fun valued by our staff.





## All Staff Survey

We undertook an all staff survey this year, which has helped us track our progress and identify the priorities and actions that are most important to our staff going forward. We are committed to delivering our action plan in response to feedback received, and will be carrying out a further survey next Spring to measure our progress.

## Agile Working

We embraced agile working, alongside the roll out of laptops and ICT systems and telephony that operate seamlessly from any location. We are investing in the office accommodation, to make it much more flexible and welcoming, with better kitted-out meetings rooms to support improved staff engagement.



## New HR and Payroll System



Last year we implemented our new iTrent HR and Payroll system, with greater opportunities for staff to self serve and for managers to keep track of their key people tasks. This is part of our successful journey to transfer the majority of the Council's systems into the cloud and donate equipment that is no longer needed to local charities.

## Helping deliver exciting projects

We enjoy helping the Council and its staff deliver, and in the Summer we had the official opening of our new £24 million leisure centre and earlier in the year the opening of our partially refurbished Camberley Theatre. We are proud that our commitment to partnership working has contributed to us winning the Best Town for Business in the UK award this year.



## What our staff say...

*"Surrey Heath Borough Council has helped shape me into the person I am today, and with continuous support and opportunities, I am confident my career will only flourish here."*

*"I would strongly recommend Surrey Heath Borough Council to anyone."*

*"The friendly atmosphere allows for a non-judgmental and positive experience and I believe the Council does well in fostering collaborative working across services."*

*"It is an exciting time to be joining Surrey Heath Borough Council as we deliver our ambitions for the next five years, put in place new strategic partnerships and start delivery of a range of exciting new initiatives."*

97%

**"I am proud of the work of my team"**

Staff Survey June 2022

94%

**"I work with highly capable people"**

Staff Survey June 2022

97%

**"My line manager trusts me to do a great job"**

Staff Survey June 2022

92%

**"I am encouraged to offer my ideas & suggestions for improvement"**

Staff Survey June 2022

Our ethos is to invest in our staff; offer opportunities to individuals to grow and develop their skills and nurture our talented people.

Our training and development for staff includes; A well development talent-management approach including apprenticeships, internship programme and Local Government Association National Graduate Development programme; Internal mentoring programme; Surrey Learn Partnership providing excellent personal development opportunities; Management development programmes for aspiring, new and experienced managers; Significant investment in staff qualifications and career paths via the 'Post entry training' scheme and a wide range of e-learning and induction training.

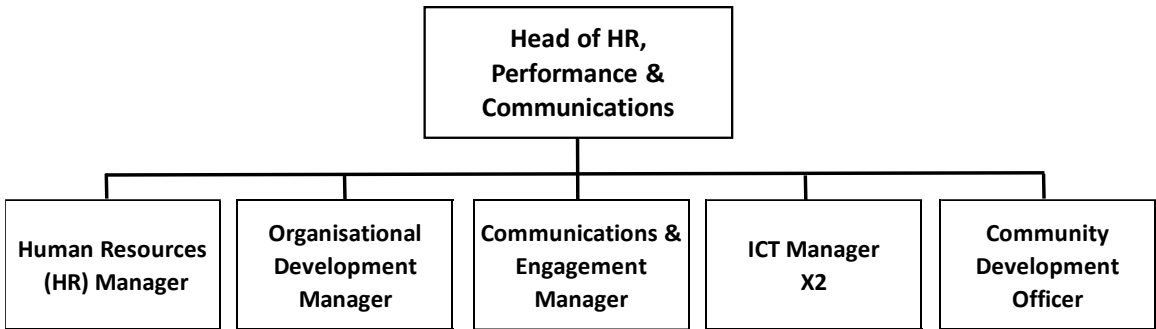




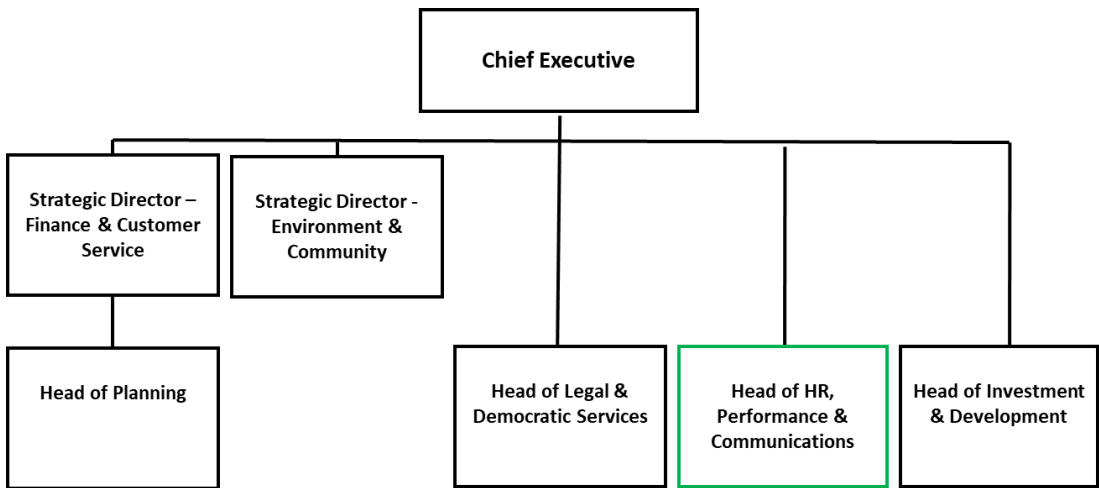


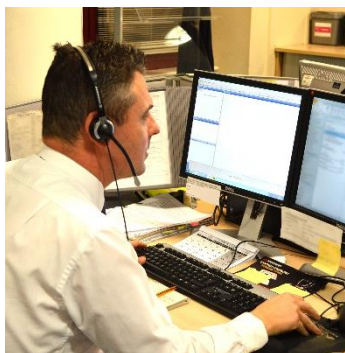
## The Role

As our Head of HR, Performance and Communications, you will be responsible for the leadership and delivery of five major Council functions, all at the heart of the Council’s priorities.



As an essential member of the Corporate Management Team (CMT), you will also contribute to the corporate leadership of the organisation and be responsible for the delivery of a number of cross-cutting corporate projects.





Full details of the responsibilities of this role can be found in the enclosed Job profile.

## How to apply

### Applications

Please contact our retained partners at Penna, Ali Tasker on 07514 728114 or Ben Cox on 07809 374692 or [click here](#) to apply, kindly noting the closing date of **Tuesday 27<sup>th</sup> September 2022**.



The Panel will comprise: Members of the Appointments Committee and the Chief Executive.

## Appointment Information

### Salary

The salary grade for the post is SH31 (Head of Service) and the incremental points are:

| Scale Point | Salary (£) |
|-------------|------------|
| 31.106      | 72500      |
| 31.107      | 74500      |
| 31.108      | 76500      |
| 31.109      | 78500      |
| 32.110      | 80500      |



All incremental progression within the grade is related to the performance of the post holder in accordance with the Council's Performance Management Scheme. All performance related changes are effective from 01 April of each year.



## Annual leave

The post carries an annual leave entitlement of 25 days. After 5 years' continuous Local Government service, you will be entitled to an additional 5 days' annual leave.

## Pension

All Surrey Heath employees who under the age of 75 and have a contract of employment for at least 3 months will automatically become a member of the Local Government Pension Scheme (LGPS) on their first day of employment, unless they opt out of the scheme upon joining the Council. You will be required to pay the relevant contributions to Surrey County Council LGPS. Further information on LGPS can be found on Surrey County Council Pension website <https://www.surreypensionfund.org/>

## Benefits

The Council recognises that its main asset is its staff. In recognition of this the Council offers a generous benefits package which is currently as follows:

Local Government Pension Scheme.

A minimum of 23 days annual leave entitlement (pro-rata for part-time employees).

An additional 5 days annual leave after 5 years continuous Local Government service.

Free private medical insurance for all staff after three years continuous service at Surrey Heath

Three times salary Life Assurance cover for all staff in the Pension Scheme.

Free parking for all non-casual staff.

Regular health checks and other welfare initiatives and health promotions.

Subsidised Leisure Centre membership.

Employee Assistance Programme (EAP).

Free VDU eye examinations every 2 years.

Free vaccinations when / where appropriate.

Access to reduced travel insurance.





Staff uniforms where required for all appropriate employees.

Flexible working policy.

Commitment to regular learning and development linked to Corporate objectives and support for professional learning and development, where appropriate.

## Job Profile

### Head of HR, Performance and Communications

**Responsible to:** Chief Executive

**Services:** HR, Performance and Communications

**Location:** Council Offices. Surrey Heath House, Camberley

### Customers and Contacts

All staff, residents, land owners, Heads of Services, Elected Members, Government Departments and Agencies, other Local Authorities, Police, Health, County and other local Statutory Bodies, Developers, Local Businesses, Residents and Residents Groups, Housing Associations, Community Groups.

### Main Purpose of Job

- To develop implement and continuously review the council's HR and OD strategy to maximise the contribution of all who work for the council.
- Lead the delivery of effective ICT solutions to underpin service improvements.
- Lead the continued development and delivery of the Council's digital Strategy
- Lead the development, implementation and evaluation of an internal communications strategy, ensuring that business goals, initiatives and organisational/people news are communicated regularly and effectively.
- Lead the development, implementation and evaluation of the Council's external communication strategy, including public and media relations, brand management, and social media.
- Lead the Community Development Team with the ongoing work on community partnerships, grants, health and voluntary sector.
- Lead the development of major service reviews
- Lead the Community Development Team with the ongoing work on community partnerships, grants, health and voluntary sector
- Develop the Council's service plans, strategies and performance management arrangements.



- As a member of the Council's Leadership Team, contribute to the achievement of the Council's corporate vision, values and priorities and the development of the Council's positive and high performing culture.
- To manage such other areas that may be allocated from time to time.

## Responsibilities

- To communicate ownership of the Five Year Strategy, values, corporate identity and key messages and promote effective corporate working across the organisation.
- To champion and encourage corporate working as part of a one team Council approach.
- To lead and champion the implementation of key corporate and service projects, achieving agreed outcomes including delivery on time and within budget.
- To provide high quality and timely advice to all Members of the Council and relevant staff.
- To attend and contribute as required to meetings of the Council, including Committee meetings, working groups, and outside bodies.
- To promote and champion the positive interests of the Council and the borough.
- To lead and contribute to the work of the Council's Leadership Team.
- To keep the Chief Executive, and appropriate Executive Members and Chair informed of service issues and developments
- To develop and maintain excellent internal and external working relationships to secure positive outcomes for the Council.

## Principal Accountabilities

- To provide effective leadership and management of all the functions of the service
- To develop an employment framework that complies with legislation and good practice.
- To develop good people management practice that enables managers to manage their teams effectively.
- To develop effective service planning strategies processes and procedures for the delivery the council's key priorities as set out in the Annual Plan, Medium Term Financial Strategy and Five Year Strategy.
- Provide Constructive Challenge to and making recommendations for future service delivery.
- To develop an effective and efficient performance management framework for the delivery the council's key priorities as set out in the Annual Plan and Medium Term Financial Strategy.



- To develop an internal and external communication strategy and corporate brand to promote the work of the Council to its employees, service users, businesses and residents.
- To develop, implement and evaluate end-to-end internal employee engagement plans and campaigns to inspire and engage employees.
- To develop the technology to support an agile workforce ensuring flexibility of working arrangements.

To lead the development and delivery of all aspects of the service including:

- Human Resources & Organisational Development
- Management of Change
- Performance Management and Policy Development
- Recruitment
- Learning & Development
- Equalities
- Employee Relations
- Pay & Reward
- Payroll
- ICT
- Internal & External Communications
- Corporate Planning and Project Management
- Community Development

## Leadership

- To develop a highly engaged and high performing staff team ensuring that all staff are encouraged to realise their potential through their on-going learning and development.
- To create a positive working environment where staff are dignity and respect and where equality of opportunities are promoted.
- To promote a culture of excellence and where customer service and the needs of diverse customers are understood and responded to.
- To ensure that effective recruitment, induction and probation arrangements are in place to maximise the positive contribution of new appointments to the work of the Council.
- To ensure that all staff have the opportunity of regular team meetings, one to ones and appraisals.
- To undertake the timely management of performance issues

## Financial and Performance Leadership





- To establish and maintain effective arrangements for performance management, including service delivery plans, budget and performance monitoring and reporting, contract monitoring and staff appraisals.
- To exercise robust financial control over service, income and staffing budgets, ensuring that budget targets are met.
- To ensure that value for money is achieved, including looking at opportunities to increase income, reduce costs or explore alternative ways of delivering services.
- To ensure that there are effective systems in place to enable the efficient and resilient operation of the service.

### **Risk Management, Health and Safety and Civil Emergencies**

- To assess the risks associated with the service and ensure that robust measures are in place to manage these risks effectively, including the risk of fraud.
- To provide a healthy and safe working environment and implement and promote relevant corporate policies and training in all work areas.
- To have a key role in business continuity planning and participate in the Council's Civil Emergencies response, including out of hours arrangements.
- To lead on cyber security risk management and protection of the Council.

### **Elections and Referendums**

- To contribute to the smooth running of elections including polling day and the count.

### **Continuous Professional Development**

- To keep abreast of economic, legislative, political, social and technical developments impacting on the service and on local government more generally
- To maintain professional development (CPD) and attend corporate training as required.

### **Key Decision Making Areas of the Role**

- Exercise of professional judgement to assess and advise on financial and reputational risk associated with potential or actual litigation in relation to HR matters
- Responsibility for all payroll matters including ensuring they meet agreed deadlines
- Authority to sign off BACS payments for the council's payrolls
- Recruitment and retention of all employees
- Commissioning of external providers, e.g. training
- Discretionary HR practices, e.g. long term sickness, appraisals
- Evaluation and correction of operational equal opportunity issues



- Exercise professional judgement to assess all communications, internal and external
- Budget and staffing responsibilities
- Procurement of goods and services required by ICT from external suppliers
- Delivery of an effective and efficient core ICT service
- Ensures maximum availability of the network



## Person Specification

### Qualifications and Training

Essential:

- Graduate or equivalent with full membership of the CIPD
- Evidence of significant continuous professional development

### Knowledge and Experience

Essential:

- Proven recent experience working in a senior HR role, preferably in a political environment
- Experience of managing ICT related functions
- Understanding of cyber security risks and information security management
- Experience of successful implementation and management of ICT projects
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- Experience of managing communication related functions
- Experience in developing and managing multi-channel communication with all levels of staff, elected members, service users and residents.
- Experience of developing successful service planning and performance management systems and processes
- Experience of working in a diverse organisation, understanding of equality and diversity issues
- Experience of leading and motivating a team
- Well-developed understanding of delivering a customer-focussed service
- Experience of handling negotiations with individuals and/or employee representatives
- Experience of developing HR policies, procedures and initiatives
- Experience of working with Councillors/ politicians

### Skills

Essential:

- Ability to develop and deliver an annual corporate training plan that reflects the direction of the organisation and competencies that are required to take the organisation forward.
- Ability to deliver projects including ICT projects on time and within resources





- Ability to develop effective communication and engagement with employees, elected members, businesses, service users and residents, ensuring a two-way flow of information between the council and key audiences.
- Ability to research, collate and present accurate qualitative data which enables the organisation to make an informed decision and improve performance
- Proven ability to seek, build and maintain good relationships with senior managers, business partners, other Councils and all levels of staff
- Understanding of motivating and developing others
- Up-to-date knowledge of employment law
- Knowledge of the current HR landscapes and trends
- Experience/knowledge of strategies to develop organisational culture
- Ability to work under pressure and to tight deadlines
- Able to balance operational service delivery with long-term planning and delivery

### Additional Requirements

- No contra-indications in personal background or criminal record indicating unsuitability in this role
- Legally entitled to work in the UK.
- Flexibility to work variable hours including evenings
- Ability to participate in the Council's out of hours on-call and Civil Emergency arrangements
- Ability to work from home with access to reliable fast broadband connectivity

### Dimensions of the Role

#### Financial;

- Risk assessment of employment issues
- BACS £590k per month (payroll)
- Service Budget of £1.44 million
- Salary budget £1.7million

#### Non-Financial;

- Direct management of 6 staff
- Management of 27 other staff
- Total Staff Managed - 33

