

**THIS IS THE  
DIFFERENCE  
YOU MAKE**



This is the difference you  
make, working at  
Warwickshire County Council.

**A job well done is a  
job done together**

**Delivery Lead: Our People Skills  
and Organisational Development  
(Learning, OD, EDI and Wellbeing)**

**£60,582 - £67,488**

Dear candidate,

I am delighted you are considering Warwickshire County Council for your next career opportunity in HR& OD.

It is an exciting time to be joining Warwickshire. The Council has a clear strategic direction based on robust priorities, a sound financial plan, comprehensive transformation plans and People Strategy. We are in a strong position to meet the challenges ahead and through our Council-wide transformational programme we are implementing further organisational change, service remodelling and improvement to ensure we deliver our ambitions within the resources available.

This role is part of a large multi disciplinary HR delivery team organised around specialisms/ themes, where our Delivery Leads collaborate with the Lead Commissioners to co design solutions

There are 3 delivery functions in our People Solutions Delivery Service:

- Our People Relations (HR Advisory, Health and Safety)
- Our People Service Centre (Payroll, Resourcing and Customer Experience)
- Our People Skills and Organisation Development (OD, Corporate and Social Worker Learning, EDI, Apprenticeships and Placements).

We are currently recruiting a delivery lead for Our People Skills.

We are proud to play our part to ensure WCC has an engaged and high performing, agile workforce, developed to deliver customer focused services and supported with policies based on principles rather than rules.

If this sounds like the approach you take to HROD solutions, are a broad thinker and a team player ready to get involved in what needs doing, not just what is in your job description we'd love to hear from you.



**Allison Lehky**

Service Manager HR & OD

# About HROD

Our People Strategy sets out a vision for Warwickshire County Council to be a great place where diverse and talented people are enabled to be their best.

Our vision is what we are striving to be. It is about our workforce and how we want to be seen, internally and externally.

Our direction is clear, we are making Warwickshire the best it can be for everyone who lives, works and visits here.

Our People Strategy sets out our People focussed plans for our future to support us to be the best we can be, individually, as teams and as an entire organisation.

This is a 5 year plan, that listens to and acts on the things that our people, communities and organisation ask for and value.

We deliver on the essentials, celebrating equality, diversity and inclusion, focussing on wellbeing and ensuring our approach to reward and recognition is right.

We acknowledge the importance of being a high performing organisation and our strategy identifies solutions that will enable the best future for our employees, whilst supporting the priority outcomes of our Council Plan.

## **Our strategy consists of 6 building blocks:**

- **Culture, Values and Behaviour**
- **Reward and Recognition**
- **Organisation Development and Design**
- **Performance**
- **Leadership**
- **Talent Development and career opportunities**

Sitting alongside the Our People Strategy we have our own HROD vision to shape and drive the services we deliver.

# Our vision as HR&OD

**Exceptional service delivery for our customers today and tomorrow that we are all proud of:**

- **Getting the essentials right**
- **Commercial leadership**
- **Highly skilled and capable**
- **Great systems and processes**
- **Future focussed**

In 2020 we adopted a new operating model, developing a strategy / commissioning service as a distinct team from HROD Delivery. This gave us a delayed structure with space for horizon scanning and diagnostic work, coupled with technical specialists.

Our work is now driven by clearly defined commissioning outcomes and intentions and our resources are aligned to Change Programmes. We have moved from problem solving to being proactive, solutions focused, and underpinned by high quality self-service.

**Our commissioning team is organised around specialisms/themes whose function are to:**

- **Determine the impact of future external factors**
- **Determine requirements with customers**
- **Understand business problems**
- **Diagnose and define solutions**
- **Commission all delivery - internal and external**

# About the People Skills and OD Team

- The People Skills team provides unrivalled support for commissioning, designing and delivering a catalogue of cost effective, responsive and flexible learning activities through the Learning Hub.
- The Organisational Development (OD) team role is to guide the organisation to create the right environment to enable people to be their best. They design and implement strategies, programmes and activities to build organisational capability and support the delivery of the people strategy.
- The EDI & Wellbeing team is supporting the Council to embed equality and diversity into service provision, employment and community support. It provides advice and guidance in ensuring the Council meets its statutory equalities duties, including the Public Sector Equality Duty and provides information and training to staff on their responsibilities for equality and diversity. Organisational wellness is a priority for the Council and this team look to raise the profile and create a positive culture of workplace wellbeing.

## Work with passion and purpose

At Warwickshire County Council, you'll improve the county and see just how much of a meaningful difference you make to its people. Diversity is essential to our success and everyone has a role to play to make Warwickshire the best it can be. It's a big responsibility that can be challenging at times, but this is what drives us to succeed and achieve. If you're someone who is prepared to get stuck in, who wants to do the best job possible, who approaches everything with passion and purpose, then we want you to work for us. You'll be able to apply your

knowledge and abilities in a place that matters to people and communities. And simply put, you'll enjoy working here because of that.



## Explore and further your career

Being responsible for the diverse needs of the county means there are a variety of opportunities for you. The breadth of roles at Warwickshire County Council mean you can shape your own career, whether that's becoming the best at what you do, progressing with your strengths and ambition, or exploring interests in other areas within the council, you'll grow into who you want to be. Develop the career you want. Learn different skills. There is nothing stopping you from going a long way here and personally contributing to the county's success.

We trust and empower you to build relationships, take responsibility and make decisions, whilst leading by example at all times. We are not rigid in how or where we work. We're flexible and know there are many ways to do a job well. We understand that people work differently so we ensure that you can work and grow in a way that suits you.



# Improve at every opportunity

We're proud of the care and service we deliver, but know that to progress, we too have to adapt. We're determined to bring new ideas to the table, alongside what we already do well. Our direction is clear – we're making Warwickshire the best it can be for everyone. We know we have to continuously improve to make our direction a reality and it's our teams of dedicated people who will make this happen. It's an exciting time to be a part of the council and we'll give you the support and encouragement you need to succeed and help others around you – because we know a job done well, is a job done together.



# About Warwickshire

Warwickshire is a great place to live and work with plenty to do, see and enjoy. The county covers an area of around 760 square miles and has several large towns but no city. However, Coventry – City of Culture in 2021 – is approximately 10 miles from Warwick, and Birmingham – hosting the Commonwealth Games in 2022 – is about 30 miles from the county town. The University of Warwick is located on the southern edge of Coventry, a few miles from the Warwickshire town of Kenilworth. Warwickshire is a green county (64% rural) with a rich history and culture – from the industrial heritage of the north to Shakespeare in the south. The county has one of the fastest growing economies in the country. The town of Royal Leamington Spa, in central Warwickshire, has been dubbed 'Silicon Spa' because of the number of computer games companies in the area. We have good schools, plenty of green public spaces, and a long list of world-famous attractions including Warwick Castle, the Royal Shakespeare Theatre, and Compton Verney Art Gallery. Being at the heart of the Midlands motorway network makes it is relatively easy to travel further afield.

# Job Description (Tier 4)

<b>Job Title</b>	Deliver Lead – People Skills and Organisational Development
<b>Role Type</b>	Delivery Lead
<b>Salary</b>	Hay E – £60,582 – £67,488. Pay Award 2023 pending.
<b>Benefits</b>	<a href="http://www.warwickshire.gov.uk/benefits">www.warwickshire.gov.uk/benefits</a>
<b>Directorate</b>	Resources
<b>Team</b>	People Solutions (HROD Delivery)
<b>Accountable to</b>	Service Manager People Solutions
<b>Hours</b>	Full Time
<b>Location</b>	Warwick based
<b>Accountable for:</b> <ul style="list-style-type: none"><li>• <b>Team Responsibility (approx. 25 FTE)</b></li><li>• <b>Budget c2M</b></li></ul>	Team Lead – People Skills Development Team Lead– Organisational Development Team Lead – Equality, Diversity, Inclusion and Wellbeing
<b>Politically restricted role</b>	No
<b>JEID (Job Identifier number)</b>	Z428
<b>Essential Qualifications</b>	CIPD Level 7 (postgraduate degree). Chartered Member of CIPD.

## Context:

You will play an active role as part of our service team working in partnership with our Commissioning Leaders to innovate our service delivery capabilities.

You will support the Service Manager and other Delivery Team Leaders in achieving our organisational vision and outcomes.

You will manage your team to meet the outcomes of the service delivery plan. You will develop and maintain good working relationships with our range of key stakeholders including statutory partners, service providers, voluntary section and customers.



# Key responsibilities (including technical responsibilities and key stake holders/ customers)

## Delivery responsibility for the following areas: -

- The Employee Offer
- Induction
- Succession Planning
- Learning and Skills & Development
- Apprenticeships, graduates, placements & work experience
- Career pathways & career change
- Coaching & Mentoring
- Reward & Recognition schemes
- EDI
- Health and Wellbeing
- Employee benefits
- High performing culture, performance frameworks and appraisals
- Values & Behaviours
- Employee engagement
- Leadership development
- Redeployment, Outplacement and leaver analysis
- Demand management interventions (in relevant area)
- Contract procurement and Management
- Business development (in relevant area)
- HR Policies (in relevant area)
- Service improvement (in relevant area)
- Intranet content (in relevant area)

- Working in partnership with Lead Commissioners to deliver our organisational outcomes.
- Deliver customer focused and commercially viable services.
- SME for areas of responsibility and taking the organisational lead for this subject.
- Support the Service Manager in achieving our organisational vision and outcomes
- Manage your team of delivery resources to deliver on your delivery plan and its objectives.
- Develop and maintain good working relationships with our range of key stakeholders
- Key stakeholder relationships: -
- Relationship management with Lead Commissioners
- Professional relationship development with each Directorate Leadership Team
- Professional relationship development with internal and external customers
- Work collaboratively with the relevant lead commissioner to design people solutions / interventions.
- Responsible for the implementation and delivery of relevant people solutions / interventions.

# Person Specification What we are looking for

## **Role specific and Core Competencies and Professional Expertise that are essential (these will be measured during the assessment process)**

- Substantial experience of working at a senior level in HR in a Learning and Organisational Development role.
- Evidence of Leading / coordinating projects defining requirements
- Significant experience of managing a diverse team and leading change within the HROD function.
- Evidence of designing, developing and delivering a broad range of learning and development products and solutions to meet organisational need to include EDI, culture change, leadership and performance.
- Evidence of managing relationships with internal and external customers and designing and delivering HR solutions to address business issues.
- Evidence of procurement, contract and supplier management.
- Knowledge of relevant legislation and experience of policy development.
- Evidence of demand management and delivering a commercial approach to service delivery
- Good literacy and oral presentation skills. developed skills in drafting and presenting clear, succinct written papers, proposals, business cases to Board.
- Developed skills in Project management (supported by a recognised qualification)
- Developed skills in oral presentation and group engagement.
- Evidence of HROD system management and development
- Evidence of delivering continuous improvement – analysis and review.
- Evidence of financial management.





# Our Competencies

Our competencies and behavioural indicators (defined within each core competency) describe the behaviours, actions and activities which we believe are associated with effective performance and job success. These will be considered, along with the behaviours and values, in our application and assessment process.

Generic Competency	Indicators
<b>Driving organisational performance through change</b>	<p>Endorses and communicates clear messages about priorities, objectives and expectations as well as processes for managing performance. Ensures an inclusive culture where resources and support are available to enable people to be the best they can be.</p> <p>Recognises the need for change, interprets it and initiates change by setting the agenda. Translates the requirement for change into clear objectives, effective plans and systems.</p> <p>Uses change management processes effectively. Engages stakeholders to understand the need for change, to mobilise and build commitment. Identifies and removes obstacles and generates ideas to explore change opportunities and make change happen.</p> <p>Undertakes periodic reviews of commissioning intentions, delivery methods, quality, outcomes and key business measures to identify areas for improvement. Puts in place frameworks to monitor and manage outputs.</p> <p>Reviews working practices, identifies and proposes ideas and recommendations to improve the way things are done. Evaluates new ideas and systems of work and implements them in a positive way.</p>
<b>Organisational &amp; People Leadership</b>	<p>Understands how own role and work contributes to team and organisational objectives. Adopts a one organisation approach to service delivery and works within the structure and statutory responsibilities of WCC. Is sensitive to the culture and political context of WCC and works effectively within it.</p> <p>Measures performance, challenges inefficient processes and practices and makes proposals for improvement. Assesses the level of resource, allocates and manages them in order to meet organisational objectives. Enables WCC to respond with agility to changing priorities.</p> <p>Role models WCC leadership behaviours, communicates openly and encourages our people to engage with WCC's vision.</p> <p>Role-models continuous self-learning and development, and supports colleagues to do the same. Ensures that development opportunities are available for everyone. Shares own expertise through coaching and mentoring.</p> <p>Promotes and values equality and diversity, takes account of and learns from different individual needs and views.</p> <p>Role models a collaborative working style where all opinions are listened to, and individual needs are taken into account.</p> <p>Recognises individual contribution and success. Ensures the wellbeing of all our people, and promotes WCC's values, behaviours and ways of working.</p>

Generic Competency	Indicators
<b>Finance and Commercial Leadership</b>	<p>Endorses and communicates clear messages about priorities, objectives and expectations as well as processes for managing performance. Ensures an inclusive culture where resources and support are available to enable people to be the best they can be.</p> <p>Recognises the need for change, interprets it and initiates change by setting the agenda. Translates the requirement for change into clear objectives, effective plans and systems.</p> <p>Uses change management processes effectively. Engages stakeholders to understand the need for change, to mobilise and build commitment. Identifies and removes obstacles and generates ideas to explore change opportunities and make change happen.</p> <p>Undertakes periodic reviews of commissioning intentions, delivery methods, quality, outcomes and key business measures to identify areas for improvement. Puts in place frameworks to monitor and manage outputs.</p> <p>Reviews working practices, identifies and proposes ideas and recommendations to improve the way things are done. Evaluates new ideas and systems of work and implements them in a positive way.</p>
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Generic Competency	Indicators
<b>Finance and Commercial Leadership</b>	<p>Considers key financial and commercial issues and manages contracts and commercial arrangements in a commercially focussed manner, ensuring that value for money is achieved.</p> <p>Understands and uses financial tools, data and processes to maximise value from operational and contractual arrangements to deliver outcomes.</p> <p>Gathers evidence to assess costs, benefits and risks and produces commercially focussed information to inform and advise decisions.</p> <p>Seeks improved performance from commercial agreements and arrangements, and challenges gaps between agreed commitments and operational delivery.</p> <p>Monitors and evaluates supplier performance against the specification and, using management information, works with suppliers to make recommendations for continuous improvement.</p>
<b>Strategic Thinking &amp; Planning</b>	<p>Reviews developments externally and the organisation's strategic plans, to identify patterns, opportunities, risks and benefits which affect their work.</p> <p>Remains up to date with developments such as political, economic, environmental, technological, operational and social that have an impact.</p> <p>Develops and uses insights to create prioritised plans to enable the achievement of the organisation's strategic commissioning and delivery goals.</p> <p>Anticipates and responds to organisational issues and challenges by balancing a range of operational interventions and solutions.</p> <p>Ensures all their activities are focussed, co-ordinated and prioritised on delivering greatest value for the organisation.</p>
<b>Performance &amp; standards</b>	<p>Ensures the safe operation of services and compliance with appropriate regulations and legislation.</p> <p>Contributes to and implements the relevant policies and procedures to ensure service outcomes are delivered.</p> <p>Plans tasks, deploys and co-ordinates resources to meet changing operational needs as required.</p> <p>Monitors, plans and reviews service delivery outcomes ensuring objectives and quality are met.</p> <p>Expects and supports high standards of performance through clear purpose and accountability and challenges poor performance.</p>

Generic Competency	Indicators
<b>Relationship Management</b>	<p>Secures the necessary commitment and support for changes or policies from a range of stakeholders by tailoring the approach and tone of any interaction.</p> <p>Works with other people to help gain commitment and support for changes or policies using the appropriate communication channel or method.</p> <p>Utilises logical arguments backed by evidence to support their opinion and advice and persuade others.</p> <p>Engages and empowers others to work collaboratively across all functional boundaries and with partners and stakeholders.</p> <p>Identifies key points to communicate, selecting the appropriate channel and message for influencing the audience.</p> <p>Takes opportunities to understand own style and approach, and how they might influence and persuade others.</p>
<b>Personal Leadership</b>	<p>Displays leadership behaviours and remains calm and objective in all situations.</p> <p>Demonstrates flexibility and adaptability in light of new information. Accepts feedback and responds in a thoughtful and considered way.</p> <p>Delivers personally and through others across projects by setting clear goals and targets, monitoring progress and holding people to account.</p> <p>Pursues and adopts a continuous learning and professional development approach showing interest in new ideas and opportunities to build on success.</p> <p>Builds positive and collaborative relationships based on trust and support.</p>



# Our Values and Behaviours

We want to support our workforce to be best they can be. Our Behaviours and values provide a framework for our culture and give reflect the standards we expect from all our people. We are committed to creating a working environment of equality, respect and inclusion where everyone can thrive and contribute to our community. Working with us gives you the opportunity to make a real difference to the lives of the people of Warwickshire.

**You must be able to demonstrate you role model the Warwickshire values and six behaviours.**

## Our Values and Behaviours – The Warwickshire DNA



High performing



Collaborative



Customer focused



Accountable



Trustworthy



do what  
we say



move with  
purpose and  
energy



focus on  
solutions



help people and  
communities to  
find their own



build strong  
working  
relationships



be the best  
we can be

## How to apply

For an informal discussion about the post, please contact **Allison Lehky, HROD Service Manager** on **01926 412160** or by email to [allisonlehky@warwickshire.gov.uk](mailto:allisonlehky@warwickshire.gov.uk)

For further information please visit our website at [www.warwickshire.gov.uk/jobs](http://www.warwickshire.gov.uk/jobs)

**If you wish to apply, please click the Apply Online button below.**

**Closing Date:** Monday 12 June 2023

**Interview Dates:** Thursday 29 and  
Friday 30 June at our offices in Warwick

**[APPLY NOW](#)**

