



SWINDON
BOROUGH COUNCIL

ROLE PROFILE

Title:	Strategic Lead HR Operations and Service Delivery		
Career Family:	Facilitating the Council	Date:	November 2024
Career Family Level:	Level 13	Reference:	SBC_12234
Reports to:	Director of HR & OD		

Scope:

Role holders at this level will be required to deliver service objectives through the management of more junior managers or through the provision of advice and contribution to strategy.

The role holder will, therefore, need to co-ordinate and integrate a number of sub-functions within the department and will be expected to set operational priorities and manage relationships within the department.

Role holders are likely to lead a team of professionals, but a major part of their role will be to work collaboratively and closely with senior management, Councillors and external partners. They will have significant freedom to initiate and implement changes to their team structure.

They will be shaping the strategic direction for their area of responsibility in Swindon Borough Council.

This level may include smaller General Manager roles, who will tend to report to senior management who will not necessarily have the same professional background.

Role holders create and maintain the right working culture.

Job Purpose:

Responsible for the provision of a professional HR service to Directors and senior managers within the Council. Provides a strategic business led HR Operational and Employee Relations function centred on a professional advisory service that is supportive of current and future business needs. In addition, provides a service to deliver workforce resourcing plans, HR management interventions and wider HR service delivery. You will lead a shared service team consisting of HR, Payroll, and Recruitment professionals as well as other HR functions that may be added to the team.

Key Accountabilities:

- Takes a lead role in determining medium- to long-term service area priorities and budgets, scanning the horizon, maximising opportunities and ensuring integration with other areas of the Council.
- Acts as expertise leader within a significant field, proactively providing advice and direction both internally and externally to the service area, and holds accountability for Council compliance with appropriate standards and regulations.
- Acts as the key point of contact with the recognised trade unions building positive and productive relationships, managing disputes and leading and implementing change in line with legislation.
- Leading policy review and change management for employment policy for existing and future changes.
- Undertakes service critical analysis (e.g. of management and financial information; of service delivery models), exercising significant professional judgement in assessing risk and providing advice to peers and more senior officers, which will have a medium- to long-term effect on the business.
- Takes a leading role in negotiating with external agencies to influence wider policy agendas at the regional and/or national level, to create better outcomes for the Council and the community.
- Leads, develops and promotes a culture of continual professional development of all staff at each level, contributing to the development of a strategic approach to staff development within the service area.
- Translates wider Group and Directorate objectives into clear Service and Business Plans for the area.
- Influences and interacts at a senior level both internally and externally, representing and championing the range of services within the functional area, in order to develop new relationships, secure partnerships for collaborative working, and deliver shared objectives.
- Acts as technical/professional lead, monitoring and providing guidance on the most complex areas of the service within their focused area, and partnering with critical parts of the organisation. This includes providing advice to Councillors regarding specific subject or skill areas.
- Reviews and analyses specified issues, offering support to identify the best technical/professional solution to issues, and makes recommendations to improve the delivery of the professional service, and the way the Council operates.
- Applies developments and identifies new approaches and/or techniques in professional area, to enable continuous improvement and drive Swindon to be a modern, efficient and effective Council.
- Undertakes high level, complex analysis to interpret trends and develops recommendations for improvements to ways of working that will enhance the effectiveness and efficiency of the discipline and inform decision-making.
- Represents the Council as a subject matter expert with suppliers, colleagues, customers and external agencies.
- Where appropriate, delivers specific projects under appropriate direction to help ensure the continued development of their respective professional service and the wider organisation.

Supplementary Accountabilities

Managerial

- Plans and manages financial, human and other resources to ensure effective long-term service delivery. This includes developing a strategic approach to staff development and training.
- Determines work plans for a team of professionals and co-ordinates input from others within a professional support service to meet specific objectives.
- Develops, manages and motivates a team or teams of organisational service professionals so that they can deliver high standards of partnering and services to other areas of the Council, monitoring performance and employing coaching and training.
- Inputs into business continuity planning for area and review, plans and manages budgets to ensure they are put to best use in delivering the service.
- Plans the delivery of all HR support services in partnership with senior management, ensuring the provision of high-quality outcomes that meet business and service objectives and future business objectives and continuously improve upon service delivery.
- Designs strategies to ensure HR provides clear business focused outcomes for the utilisation of staffing resources within the business area supported, aligned over the long term with delivering the Council's overall workforce plan.
- Directs the effective delivery of the council wide recruitment service, payroll provision and HR transactional service provision across a range of employment processes. Ensures the accurate and consistent service provision with appropriate data entry, recording and checking to ensure compliance with GDPR requirements and local reporting needs.
- Devises plans and interventions to achieve the development of management capacity for the relevant division(s) or service area supported. Anticipates and develops plans to support the workforce, including addressing business challenges, providing training on key HR topics, utilising HR MI to identify trends and predictions to support future service provision.
- Responsible for ensuring that the function meets its performance targets, in assessing and reviewing outcomes and tailoring HR resources to ensure continuous improvement.
- Directs HR support capacity to provide an agreed level of HR service to the Council to ensure positive business outcomes. Manages performance against agreed services levels and ensure corrective action is taken to address any failure to meet agreed services levels.
- Plans with HR colleagues the on-going development of the provision of HR services to Council, including leadership and participation at project groups, workshops, seminars.
- Leads on the improvement, management, allocation of resources, and performance of the HR function, ensuring that overall objectives are translated into effective plans and that the service is efficient and locally responsible.
- Actively promotes the Council's equality objectives in terms of personal practice and within the context of all HR advice and guidance provided.

Professional

- Contributes to the development of Council-wide policy and planning through the contribution of own specialist expertise to senior Council management and members.
- Leads on the design and delivery of large and cross-functional projects to resolve service issues or to achieve service improvements.
- Makes technical/professional recommendations that have noticeable impact on local organisational performance.

- Provides expert level advice dealing with counterparts and senior colleagues to support effective operational delivery and ensure due consideration is given to service implications.
- Provides inspirational and professional leadership to the team, strengthening skills and competence and fostering a strong culture of standards, performance and accountability, through learning, development and challenge.
- Provide high quality, added-value professional HR advice and guidance to Directors and senior managers on complex staffing issues relating to both individuals and groups of staff that supports and promotes the employee experience.
- Builds and maintain effective working relationships with Directors, senior managers, and other stakeholders, to ensure HR advice supports delivery of positive outcomes.
- Develops on behalf of the Council positive and constructive relationships with our Trade Unions to facilitate effective employee and industrial relations via the Councils employee relations framework.
- Provides professional advice at Appeal Panels, reviewing the cases, looking at the processes followed to date and highlighting gaps, procedural errors, poor documentation, reputational risk, good practice, policy and legislative implications.

PERSON SPECIFICATION

Qualifications:	E or D	S / T or I
1. Professionally qualified and/or with a higher-level management qualification, such as an MBA (if required), plus deep expertise in their area, in addition to deep knowledge of policy issues in local government and developments/emerging trends in the broader public sector.	E	S
2. Professionally qualified/relevant degree (or equivalent), plus substantial experience OR substantial experience demonstrating development through involvement in a series of progressively demanding roles in organisational services roles.	E	S
3. Membership of the CIPD or equivalent knowledge, skills and experience	E	I
4. Evidence of continued professional development.	E	I
Knowledge and Experience:		
5. Experience of planning and organising work of medium/large team or unit, and contributing to the strategic context within which services will be shaped and delivered.	E	I
6. Experience of engaging in or facilitating co-creation of collaborative initiatives to deliver shared benefits across Facilitating the Council and other sectors.	E	I
7. Excellent commercial acumen and financial understanding.	E	

8. Strong organisational and political awareness, drawing on experience of working with elected members and interest groups to build consensus and shape services.	E	I
9. An awareness of broader developments and emerging trends in their field and the wider public sector.	E	I
10. Understands formal political structures and decision-making processes in the Council and is able to understand the political implications for decisions.	E	I
11. Experience of leading others.	E	I
12. Extensive experience of working as a senior HR professional in large complex organisations and providing strategic business led people advice to meet the need of the business	E	I
13. Significant experience of leading and managing a team, ensuring employees are inspired and motivated and priorities are identified and delivered.	E	I
14. Maintains an up to date knowledge of HR best practice, trends and employment legislation	E	S/I
15. Ability to understand, assimilate, interpret, present and communicate complex information	E	I
16. A thorough knowledge and understanding of employment legislation for employees, workers, and agency staff.	E	I
Aptitudes, Skills and Competencies:		
17. Ability to scan the long-term horizon and understand implications of broader national, regional and local government trends for the service.	E	I
18. Ability to conduct systematic reviews of the application of risk management policies, procedures, and systems across a unit/department/function and of making evidence-based recommendations on appropriate improvements or amendments.	E	I
19. Ability to influence and change behaviour, inspiring others to work toward a vision, through effective relationship building across the Directorate and wider organisation, and with external partners. Performance Indicators.	E	I
20. Ability to coach and directly manage a team.	E	I
21. Financial, budgetary or functional planning and management skills.	E	I
22. Ability to manage and organise projects and contracts, own work and plan ahead for others, taking account of priorities and the impact on other people.	E	I
23. Strong analysis skills and the ability seek out and examine a range of information to identify patterns, trends and options, to solve multifaceted and complex problems.	E	I
24. Ability to communicate, challenge and influence across different levels of the organisation, including acting as a critical friend to senior management and stakeholders, to consult on their operational needs, influence behaviour and persuade them to think and act differently.	E	I

25. Design strategies to ensure HR provides clear business focused outcomes aligned over the long term with delivering the Council's overall workforce plan	E	I
26. Challenging, coaching and advising managers on all aspects of our workforce strategy and plans, addressing business challenges, to deliver business objectives	E	I
27. Working collaboratively across organisational boundaries providing high level human resources and employment advice and support and cost-effective outcomes	E	I
28. Performance management, talent and succession planning and development and training plans for services, teams and individuals	E	I
29. Monitoring, analysis and interpreting HR MI	E	I
30. Strong leadership and management skills including people and performance with the ability to influence and persuade staff and managers in a variety of situations	E	I
31. Customer focused and driven by the achievement of high standards and achievements through service/business delivery	E	
Special Conditions of Recruitment:		
32. Attendance at meetings at times required to meet objectives.	E	I

Employee Signature:	Print Name:
Date:	
Line Managers Signature:	Print Name:
Date:	