



Role Title	Head of HR Operations
Reference Number	OCCGR19017
Service	HR and Cultural Change
Function	Operations
Reports to	Director of HR and Cultural Change

Role Purpose

Lead a service function, ensuring your teams deliver the strategic and operational priorities of the service and play a key role in business planning and continuous and innovative improvements.

Accountable for delivery, effectiveness, corporate support and community outcomes, the role is critical to the achievement of change and performance. The focus is on driving performance by translating strategy into successful service delivery that delivers excellence for the residents of Oxfordshire.

Responsible for driving OCC's [Delivering the Future Together \(DTFT\)](#) values, being a role model within and throughout the organisation as organisational leaders, to deliver excellent services to Oxfordshire's residents. Delivering the Future Together, is our ambitious transformation programme enabling the organisation, to be an employer, partner, and place shaper of choice. Lead on OCC's value of '[daring to do it differently](#)', as the organisation continues to strive to do better.

Corporate Accountabilities

- Work with other senior leaders to drive forward continuous and innovative improvements and ensure delivery of its priorities and value to residents.
- Work with other senior leaders to shape and develop a high performing and inclusive organisation, delivering an excellent service for the residents and communities through an ambitious, integrated, and successful service/function(s).
- Work corporately to remove barriers and enable employees to be entrepreneurial and innovative, and work with stakeholders across departmental and organisational boundaries to co-design inclusive and joined-up services that are efficient, effective, and meet the requirements of residents and communities.
- Contribute to developing the workforce plans for the service, ensuring effective initiatives are implemented in alignment with the service priorities and our people and culture strategy.
- Lead a team of high performing colleagues, ensuring managers create a positive and inclusive working environment that creates a culture of trust, collaboration, and ambition where all belong, thrive and perform at their best to deliver excellent services to our residents.
- Lead and model continuous improvement in the council through considerable change and transformation across services, while ensuring continuity in performance, financial sustainability, and compliance of any statutory and wider operational obligations.
- Align the work of the function with wider service delivery priorities and business plans and contributing to delivery of Oxfordshire's strategic plan to ensure delivery of high-quality services to our residents.
- Identify developments in the sector and beyond, creating innovative new approaches that illustrate an understanding of the 'system wide picture', anticipating future issues and positively challenging current thinking.
- Develop trusted and effective relationships with a range of stakeholders including business, government agencies, community, local authorities, and community planning partners at both local and national level.



- Act as a leader, creating an environment in which the county council can jointly design, commission (if required), and deliver outcomes with partners, by unlocking barriers and monitoring the success of these partnerships.
- Where appropriate, support the Cabinet and Members in translating their political objectives and priorities into coherent initiatives to enable the delivery of services across Oxfordshire, working within the appropriate governance structures.
- Manage the service budget ensuring financial sustainability.
- Deputise for the Director of HR and Cultural Change as required.

Portfolio Accountabilities

- With peer colleagues contribute to the development and implementation of the people and culture strategy which will enable the council to be an employer, partner, and place shaper of choice.
- Be responsible for:
 - Employee Relations
 - Pay and Reward
 - HR Policy and Insight
 - HR systems and third-party shared services
 - Recruitment
 - Trade Union relations
- Working with leaders and stakeholders across the organisation to develop strategies to lead the achievement of employer of choice status.
- Be leaders of cultural change through innovative practice and development of cutting-edge solutions in line with the council's cultural change ambitions.
- Working to the Senior Leadership Team and Corporate Management Team lead impactful strategies to:
 - develop excellent employment relations, reducing and managing well grievances, disciplinarys and absences,
 - develop an innovative pay and reward strategy that helps attract and retain essential skills for the organisation's success.
- Ensure the delivery services enable us to fulfil our ambition of enabling excellent and easy to use manager self-service.
- Be the lead for Trade Union relations, building an effective approach to developing productive and strong relationships on behalf of the council.
- Be the lead contract manager for large organisation focused contracts such as HR shared services (payroll) provision, agency worker provision and Occupational Health provision. Creating and maintaining excellent and productive relationships to ensure high contract performance.
- Lead the team to deliver cultural change and organisational development, developing interventions that drive effective change across and within services.
- Ensure HR policy frameworks are compliant with law and regulatory requirements and take account of good employment practice and the council's values.
- Ensure that leaders, managers and employees receive high quality and responsive HR support.
- Ensure the integrated delivery, improvement, management and performance of the portfolio, commissioning and directing activity within the council and externally as required.
- Evaluate risk and make changes to established plans to react to significant business challenges, opportunities, or threats.
- Ensure the team uses all available resources in the most efficient and effective way that represents excellent value for money, managing team budgets and ensuring services are continuously improved to see if they can be delivered in a more cost effective and streamlined way.



Knowledge / skills / experience required

- A professional with significant experience in area of expertise, with a breadth of understanding of all areas that the role covers.
- In-depth understanding of regulations/legislation and best practice within their area of specialism and the wider sector. Understanding of national and local government developments, policy, and emerging trends.
- Experience of leading a service within a complex and diverse organisation and delivering against constant change and transformation and inspiring the workforce to improve.
- Significant experience of leading diverse and multifaceted teams at a senior level, bringing activities together to achieve an aligned objective.
- Experience of working with key stakeholders including other public bodies.
- Excellent commercial acumen and financial management skills.
- Ability to use deep personal understanding of the agendas or motivations of others to keep them positively engaged, building behind the scenes support for ideas and initiatives.
- Ability to recognise and make use of alliances/relationships to gain support for the county council's strategic plan and its implementation.
- Excellent knowledge of the impact of underlying demographic, social or political drivers, and understands the formal and informal politics at the regional and national level and what this means for the county council.
- Evidence of cultivating a high-performance, cost-effective culture, which delivers outstanding outcomes, through a variety of mechanisms, including structure, working methods, contracts, etc.

Dimensions of role

- The role will lead a complex, and highly visible service for the county council, leading on delivery of the vision and plan for the service.
- Reporting to the Director of HR and Cultural Change have financial oversight as part of the role, typically managing an annual staffing budget in the order of over £2m. And contract management of contracts worth c. £10m p.a.
- Manage a team of c.6 direct reports and an overall team of c.35 employees
- In conjunction with the Director and wider team, planning will be over a multi-year horizon.

Working arrangements

- The role is politically restricted.
- Able to travel across the county and work from various office locations within the county.
- Contractual base as detailed on contract, but able to work on a flexible basis in line with our Agile Working Policy.

Leading through our values and behaviours

Providing clear and visible leadership by putting our values front and centre of every behaviour, decision, and action.

- Always learning.
- Be kind and care.
- Equality and integrity in all we do.
- Taking responsibility.
- Daring to do it differently.

Date	August 2024
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