



HR Commercial Partner - Shared and Traded HR Services

Directorate: Corporate and Commercial

Permanent role, based in Kingston and Sutton

Grade K

Role purpose

The Council is focused on delivering the best possible outcomes for its communities. To do this the Council needs managers who thrive in a networked organisation and who can provide strong operational leadership.

The role reports directly to the Head of HR Traded and Shared Services.

Shared HR & OD Service

HR & OD are moving towards a customer focused organisational development structure, with an operating model that gets the basics right through streamlining and automation, whilst adding real strategic value where and when it counts.

Our existing shared service between Kingston and Sutton Councils provides HR and Organisational Development services to both Councils and trades services with 7 external customers and over 200 schools across 4 councils.

Job Summary

The HR Commercial Partner will undertake end-to-end management of all the HR & OD traded services contracts, service level agreements and external provider relationships

Relationship Management

Effectively manage a range of resources (human, financial, property, technological) to provide and/or commission a high quality service provision that meets the needs of customers and suppliers and ensures value to residents.

Build effective commercial relationships with all Traded & Shared Service customers with a focus on maintaining and developing new business opportunities, whilst avoiding service creep.

Work with the HR & OD Partners to ensure that issues arising within Traded and Shared Services are resolved quickly.

Develop relationships with external providers to ensure that all aspects of agreed service delivery is achieved and delivered.

Traded & Shared Services

Working closely with the HR & OD, the council commissioning and finance teams the HR Commercial Partner will proactively identify, promote and facilitate traded services opportunities to retain existing business and win new business.

Conducting systematic horizon scanning for relevant, high quality, business opportunities as well as opportunities to co-create and develop initiatives with other providers. Undertaking regular SLA reviews, benchmarking and pricing reviews to ensure that service remains competitive and meets the costs of delivery.

Working with the Head of HR Shared & Traded to ensure that all contracts and SLA's are clear and understood within HR to avoid service creep. Ensuring customers receive a high level of service.

Ensuring that existing Service Level Agreements are commercial, robust, signed and pricing reviews for all traded services are undertaken and communicated annually. This will include drafting contracts, contract variations, whilst recording and communicating process updates and changes.

Service Level Agreements (external suppliers)

Working with the HR & OD Partners to ensure that all aspects of external provider service level agreements are delivered within agreed specifications. Ensuring that delivery from the providers meets the expected standards.

Organising and attending all informal and formal service level review meetings and coordinating relevant data from external suppliers as required.

Key activities

Leadership

- Provides inspirational and constructive leadership to the team to ensure high performance within a networked operating model
- Facilitates change and innovation, building a team culture that encourages innovative, smart and collaborative working
- Listens to, and works with colleagues to develop team goals in line with corporate strategy, and influences and motivates others to achieve this

Commissioning and Performance Management

- Commissions services and activities to secure the best outcomes for service users and deliver optimum value for money, in line with the Council's commissioning and contract management frameworks
- Translates internal and external intelligence in order to continually adapt and improve the services in line with demand
- Manages the performance of the team, working with colleagues to define outcomes, set targets and monitor performance, within a culture of continual improvement
- Develops operational plans to ensure that the resources within the teams are used to best effect and impact
- Ensures that the best use is made of financial resources and achieves balanced budgets and income and savings targets, as required.

Customers and Partners

- Builds strong working partnerships across the public, private and voluntary sectors to enable the service to be delivered in an outcome-focused and efficient way

- Promotes community cohesion and Kingston's commitment to valuing diversity, ensuring the development and implementation of effective social inclusion

Digital/New Ways of Working

- Continually looks for ways to improve and modernise our service to customers, including developing and implementing digital/automated processes and eliminating paper wherever possible.
- Champions the use of new technologies, particularly Google, to enable modern working practices to thrive.

Delivery

Relationship Management

- Building effective commercial relationships with all Traded & Shared Service customers with a focus on maintaining and developing new business opportunities, whilst avoiding service creep.
- Developing relationships with external service providers to ensure that all aspects of agreed service delivery is achieved and delivered.
- Working closely with the HR & OD team to ensure that traded services and external provider contractual management is well organised and maintained.
- Set up appropriate processes and systems with contractors and customers agreeing and monitoring contracts and compliance, ensuring these are reviewed regularly and remain fit for purpose.
- Providing expert advice to the HR & OD team.

Contract Management (Traded and Shared Services)

- Ensure that all traded service and external provider contract arrangements are covered by appropriate up-to-date contracts and service level agreements.
- Develop and maintain clear invoicing arrangements.
- Ensure all documentation is well maintained, central electronic database.
- With the HR & OD partners, lead negotiations for annual pricing increments.
- Ensuring that all contract documentation is completed to a high standard, on time and in line with agreed commissioning processes and templates.
- Understanding the services that have been delivered against each contract and this to make proposals regarding the contract and its management.
- Preparing for and undertaking comprehensive contract reviews with HR & OD Partners to ensure an up to date understanding of all contractual issues and options to resolve.
- Working closely with HR & OD Service Partners and other HR & OD team members to ensure that all contractual matters, performance issues and any other contractual requests are well managed and developed into realisable plans and where applicable appropriately priced. Proactively working with service managers to agree timelines, action plans together and follow up as plans develop.
- Communicating highly complex, sensitive information to different stakeholders, utilising the highest level of interpersonal and professional skills.
- Making judgements involving complex situations, analysing various options and facts to reach a recommendation
- Ensuring HR & OD teams are prepared before contract meetings, through well organised time lines, agreed agendas and through pre meetings with managers when required.
- Providing expert contractual advice and training to internal stakeholders as required to ensure a strong contracting ethos within the organisation.
- Undertaking regular audits and risk assessments of contracts

External Supplier Contractual Management

- Support the Head of Shared and Traded HR services to set up user groups and performance monitoring with the HR & OD Partners to ensure external supplier agreements are fully understood and services are delivered within agreed contracts and service levels.
- Advise on strategic issues, based on firm evidence and management information which underpin the delivery of services at all levels across HR & OD.
- Working closely with the HR & OD team to ensure that service requirements are made explicit and embedded within contracts.
- Ensure that all external supplier contracts are delivering against agreed KPI and service level agreements and take appropriate action for addressing over or under performance to ensure suppliers are accountable and well managed.

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Service Delivery

- Develop, support and promote a strong customer-focussed performance culture ensuring the provision of cost effective, efficient, high quality services. Identifying improvements and combining services where efficiency can be achieved and/or services improved particularly in relation to contract management activities.
- Ensure services are provided to the highest possible standards within the resources available. To implement effective systems for setting targets, managing performance, reporting systems, identifying and managing risk, identifying and overcoming weaknesses and delivering sustained improvements.
- Proactively support organisational objectives to ensure that service level agreements are met, that roles and responsibilities are clearly understood and that the outcomes for services are achievable.
- With the Head of Shared & Traded HR Services ensure appropriate governance arrangements are in place for all service level agreements and service provider contracts.
- To comply with the Council's financial regulation and standing orders

Performance

- To support the development of a culture of continuous quality improvement within teams, providing advice and encouragement for the implementation and monitoring of quality policies, standards and systems specifically related to area of responsibility
- To promote the importance and benefits of quality and to lead the continued achievement of quality standards and other relevant quality accreditations.
- To promote/lead in the development and implementation of new ways of working and modernised service delivery

- Monitor, analyse and review services delivered in order to ensure continual improvement in line with HR and OD best practice, service user needs, OD strategy and broader developmental values and objectives.
- To proactively work as part of the wider HR & OD team and support colleagues in the achievement of their service objectives.

Generic Accountabilities

- To represent the Council at relevant internal and external meetings.
- To undertake other activities as required appropriate to the grading of the post as required.

Equality and Diversity

- Embeds equity, equality, fairness and diversity into all aspects of team management and service delivery

Corporate responsibilities

Kingston Council requires managers to undertake and support a range of important corporate responsibilities including:

- GDPR
- Election duties
- Emergency planning and business continuity
- Engagement & Collaboration
- Health and Safety
- Safeguarding – protection of vulnerable adults and children
- Volunteering/social impact
- Complaints handling and investigation

NB. The requirements of this post could include attending meetings and other events outside normal hours as expected with a post of this nature and the postholder will need to manage their work life balance flexibly to meet the needs of the role.

The person

In order to successfully deliver the responsibilities of the role, you will need to:

- Have strong leadership skills, modelling a performance culture and constructively building achievement, confidence and skills in others
- Question and challenge conventional thinking, with a continual eye on the bigger picture in terms of the corporate context and external environment
- Role model agility and adaptability in mindset and ways of working
- Work successfully with key stakeholders including Members, residents, businesses, communities, partner organisations and other public services
- Demonstrate commitment to own personal and professional development to meet the changing demands of the role
- Demonstrate a high level of innovation and creativity.

Our leadership competencies

Leadership

- Ability to demonstrate successful leadership and build a strong, capable and highly motivated team

Partnering for Excellence

- Ability to apply commercial judgement to make decisions that will deliver cost efficient and effective results for Kingston Council and the Kingston community

Communication and Influencing

- An ability to understand and respond to the evolving economic and social environment within which Kingston Council operates
- Seeks, listens to and responds to the views and ideas of staff and customers
- Keeps staff informed of information that affects them

Putting the Customer First

- Demonstrate a strong commitment to service excellence, customer care and continuous improvement
- Identify and understand the needs of both internal and external customers by providing excellent customer service in all areas of Council business

Being the Best

- Support performance improvement by challenging the status quo and providing enough scope for staff to experiment with new or innovative solutions

Our Values

Being an enabling council is a key principle that runs through our organisational development and is embedded in everything we do. Underpinning this are the following values:

- Supportive of trying new ideas, with the courage to change direction.
- Transparent and connected in all that we think, say and do.
- Appreciative of each other, recognising and celebrating success.
- Respectful of difference and valuing diversity

Person Specification

Criteria (Essential)

Assessment By

Application (App)
Interview (Int)
Assessment (Ass)

Knowledge and Experience	App	Int	Ass
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Substantial experience of managing commercially focused contracts and service level agreements with both internal and external customers	X	X	
Experience of successfully managing a significant service area in a complex public sector organisation	X	X	
Successful experience in managing significant service change with a focus on increasing efficiency and improving customer service	X	X	
Thorough knowledge of legislative and policy requirements in respect of public sector contracts, KPI's and service level agreements.	X	X	
Experience of managing customer objectives.	X	X	
Commercial contracting experience.	X	X	
A team player	X	X	
Successful experience of working with key suppliers and customer stakeholders to address service matters	X	X	
Commercially astute with experience of pricing, benchmarking and horizon scanning.	X	X	
Excellent attention to detail and negotiation skills	X	X	
Recognises financial pressures and the need to provide value for money and fulfil budget management responsibilities, awareness of the risks associated with external customer contracts	X	X	

Qualifications/Training			
Evidence of continuous professional development.	X	X	

Practical Skills			
Skills and Personal Attributes			
Have understanding of importance of commercialisation	X	X	X
Ability to provide clear expectations in respect of HR/OD Service standards to team members	X	X	X
Ability to inspire and motivate service team members to develop and provide high quality services	X	X	
Ability to effectively coordinate and manage the totality of available resources to support service delivery and its further development	X	X	X
Exceptional analytical skills – able to interpret complex data and also apply digital technology to help inform and shape services including business decisions.	X	X	X
An ability to communicate effectively with a variety of audiences both within and outside the councils, including service users	X	X	X
An ability to work flexibly and adapt quickly to changing circumstances	X	X	
An ability to work collaboratively with other managers, elected members, traded services and representatives of other key agencies and stakeholders	X	X	X
Demonstrate a high personal commitment to equality and diversity agendas	X	X	
Ability to effectively manage any health & safety considerations within the service area(s) and to identify and mitigate any significant risks in service delivery	X	X	
Ability to develop strong partnerships with external organisations to enable positive change and contract management	X	X	
A broad understanding of Public Sector and the challenges faced by Local Authorities and traded services organisations	X	X	X

Able to work quickly, accurately and to tight deadlines overseeing OD interventions to ensure speedy and high performance outcomes	X	X	X
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Personal Qualities and Attributes			
Knowledge of Equality & Diversity	X	X	
Respect and confidentiality Political sensitivity and awareness	X	X	
Enthusiasm and drive to move things forward	X	X	X
Forward thinking, innovative and creative	X	X	X
A mindset focused on the highest attention to detail and standards of delivery	X	X	
Confident, highly organised, methodical and articulate		X	
A team player	X	X	

Special Conditions

Working at Kingston and Sutton councils is required. Working outside designated hours may be required.
