

Working on behalf of



## **Payroll Manager**

**Grade: Havering G10, Newham P07**

**Location – Newham or Havering. The post holder must be flexible including working across sites in all councils.**

|                                  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |
|----------------------------------|-----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Accountable to:</b>           | Head of People Transactional Services                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Accountable for:</b>          | Payroll Services                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
| <b>Job Purpose:</b>              | <ol style="list-style-type: none"> <li>1. Operational and strategic management and improvement of the Payroll Service in accordance Council Policy and procedures, deadlines and targets and legislative requirements.</li> <li>2. Advising senior managers and Councillors on the impact of legislation on pay issues and recommending strategies, policies and procedures to deliver an effective service. Implement these when agreed.</li> <li>3. Ensure the provision of high quality, consistent advice/guidance and support in the payroll service in a cost effective and efficient way that positively impacts customer efficiency and confidence.</li> <li>4. Manage and deliver quality services and continuously improve Transactional Services to meet strategic objectives and ensure quality &amp; consistency in service delivery to all Customers.</li> <li>5. Utilise specialist knowledge of interpreting and implementing relevant regulations and legislation as the Council's expert on the areas of responsibility, including an understanding of complex current and historic law and precedents, with good understanding of other areas of responsibility.</li> <li>6. Lead on system development working with the payroll SME and Corporate Business systems team to minimise disruption to the payroll service.</li> <li>7. Manage the demands and challenges of the payroll service using Oracle Fusion ERP system – reviewing and implementing new processes to better improve the experience of customers.</li> </ol> |
| <b>Specific Responsibilities</b> | <ol style="list-style-type: none"> <li>1. Lead and manage to ensure a comprehensive, efficient and effective Payroll service, which meets agreed targets and outcomes.</li> <li>2. Manage and maximise resources effectively and efficiently to deliver an efficient and effective service and where possible identify and achieve savings.</li> <li>3. Lead an effective and responsive Payroll service for all of the Council's and co-ordinate relevant financial reporting to ensure Corporate KPI's are achieved</li> <li>4. Liaise and comply with external organisations, government agencies</li> </ol>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                     |

|  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                    |
|--|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <p>and statutory bodies.</p> <ol style="list-style-type: none"> <li>5. Lead the process of salary payments ensuring that all matters relating to payroll are dealt with effectively and efficiently.</li> <li>6. Ensure the Council complies with corporate financial regulations to standard, which satisfies Internal Audit, District Auditor and the Council's commercial Auditors.</li> <li>7. Ensure reconciliation and balancing of a number of payrolls, year end processing and monitoring of the payroll budget; identifying efficiencies that can be made.</li> <li>8. Administer payroll services to outside organisations e.g. other borough's schools, Academies, Councils maximising income to councils</li> <li>9. Actively seek to improve Oracle Fusion including through the quarterly testing cycle to minimise human intervention and automate payroll activities.</li> <li>10. Plan for, and assist in, the implementation of new computer systems and procedures, identifying appropriate ICT solutions required to deliver Payroll services and to ensure arrangements exist to manage, monitor and control them.</li> <li>11. Identify and resolve any major risks or conflicts caused by system changes, errors and failures.</li> <li>12. Lead and monitor best practice within the payroll service to pro actively review systems, procedures and policies ensuring appropriate developments are undertaken in accordance with corporate objectives.</li> <li>13. Provides business intelligence and reports and regularly updates performance against agreed targets for Transactional services.</li> <li>14. Contributes in the development of Transactional systems to ensure that all transactions are captured and actioned; and demonstrate robust and accurate systems monitoring in line with Finance and Audit controls and guidance.</li> <li>15. Provide expert advice to staff and other senior managers on complex Payroll issues, maintaining a high level knowledge of all-relevant legislation, procedures and technology required to meet the demands of the post</li> <li>16. Ensure Payroll deadlines and processes are regularly reviewed and communicated enabling compliance and an optimised service .</li> <li>17. Design and implement and improve processes and procedures to enhance continuous improvement, ensuring that new Payroll techniques are applied to maximise services to customers.</li> <li>18. Contributes in the development of systems including Oracle Fusion, etc., to ensure that all transactions are captured and actioned; and Reconciliations are robust and in line with Finance and Audit controls and guidance to ensure financial and statutory returns and reports are completed.</li> <li>19. Transform the teams performance and culture to recognise new ways of working and achieve high standards in Transactional Services. Identify, establish, deliver and resource projects to achieve Exchequer &amp; Transactional Services objectives and targets.</li> <li>20. Identify and determine relevant options and resolutions to providing alternative business models for the delivery of services.</li> <li>21. Ensure timely legal action is undertaken to recover relevant monies owing/debt or overpayments to the individual case.</li> <li>22. Advise Committees, Chief Officers, Council Members and organisations employers on financial implications, managing change and cost-effective strategies.</li> <li>23. Ensure the successful completion of Corporate projects within prescribed timescales whilst involving all stakeholders including all relevant staff and agencies both internally and externally.</li> <li>24. Monitor and control the performance of all projects to ensure key milestones and deadlines are achieved successfully.</li> </ol> |
|--|--------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|  |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                      |
|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|  | <p>25. Ensures corporate policies, standards and agreed functional processes are adhered to by all staff, rectifying any instances of noncompliance as appropriate.</p> <p>26. Manage, monitor and evaluate current performance levels across transactional teams to identify ways of improving performance levels. to influence Service Level Agreements (SLA's) &amp; Operating Level Agreements (OLA's).</p> <p>27. Actively engage with Customers, promoting the Payroll Service and any advising on any relevant Payroll legislation or working practices.</p> <p>28. Deals effectively with non-compliance customer complaints on Payroll related issues, liaising with the Head People Transactional Services, and deals with any service recovery.</p> <p>29. Utilise specialist knowledge of interpreting and implementing relevant regulations and legislation as the Council's expert on the areas of responsibility, including an understanding of complex current and historic law and precedents, with good understanding of other areas of responsibility.</p> <p>30. Implements the Partner Council's managerial and organisational development policies, promoting an efficient service within a customer-centred culture.</p> <p>31. Implement a risk management programme for the service areas as part of a comprehensive assurance framework.</p> <p>32. Ensures the research, analysis and completion of statutory and benchmarking returns and reports as required by the Director of Exchequer &amp; Transactional Services, Council, Cabinet, or Committee.</p> <p>33. Manage the year-end closure process for Transactional Services, including support on Audits.</p> <p>34. Identifies required controls and deviations and rectifies these with relevant collaboration with appropriate resources.</p> <p>35. Develop and agree with the Head of People Transactional Services, Service Plan objectives to enable growth and continuous improvement of the service.</p> <p>36. Financial/resources responsibility for the relevant Transactional teams and overall involvement of all the resources in the Directorate of Exchequer &amp; Transactional Services.</p> <p>37. Responsible for the management, improvement and on-going development of services to meet customers' changing business needs and to be accountable for ensuring customer satisfaction at all levels.</p> <p>38. Actively promotes equality, diversity and inclusion within the organisation and act consistently with these principles.</p> |
|--|------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|

|                                                                 |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                             |
|-----------------------------------------------------------------|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>oneSource<br/>Corporate<br/>Critical Success<br/>Factors</b> | <ol style="list-style-type: none"> <li>1. Provision of and delivery of quality services – ensuring a high level of service that is reflective of all customer needs and value for money</li> <li>2. Anticipates different customer needs – delivering a customer focused shared service which is a cultural ‘fit’, is flexible and proactive in approach</li> <li>3. Delivers a resilient business, which continuously improves and innovates with healthy revenue streams</li> <li>4. Operates an ethos of joint working and operates across the board regardless of location</li> <li>5. Delivers capacity and capability to operate business as usual with the capacity and capability to innovate and project manage to support this</li> <li>6. Delivers a flexible and scalable platform to innovate, enhance market knowledge and continuously improve</li> <li>7. Invests in people and skills to deliver a sustainable business</li> <li>8. Provides a transactional service that is multi-channelled, face to face, local and nationwide</li> </ol>                                               |
| <b>General</b>                                                  | <ol style="list-style-type: none"> <li>1. OneSource is committed to and champions equality and diversity in all aspects of employment and service provision. All employees are expected to understand and promote this approach in their work.</li> <li>2. Adherence to Health and Safety requirements and proper risk management is required from all employees in so far as is relevant to their role. All employees are expected to understand and promote good health and safety practices and manage risks appropriately</li> <li>3. Deal with any Safeguarding issues that might arise, in line with the Council's policies and procedures.</li> <li>4. Comply with Health and Safety Regulations associated with your employment.</li> <li>5. Be aware of the council's responsibilities under the Data Protection Act 1984 for the security, accuracy and relevance of all personal data held on such systems and ensure that all processes comply with this.</li> <li>6. To treat all information acquired through your employment, both formally and informally, in strict confidence.</li> </ol> |

**Newham - Person Specification**  
**(Not applicable to Havering posts)**

|                                                                           |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
|---------------------------------------------------------------------------|---------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Able to demonstrate and evidence a highly developed Competence in:</b> | <ul style="list-style-type: none"> <li>• People management including, motivation, performance and capability.</li> <li>• Strategic leadership in the provision of functions within the Shared Service.</li> <li>• Service improvement, maximising efficiency and new delivery models for the functions within the shared service.</li> <li>• Running major operations or service provision.</li> <li>• Leading, managing and delivering transformational change in a complex organisation.</li> </ul>                                                                                                                                                         |
| <b>Able to demonstrate and evidence Knowledge and experience in:</b>      | <ul style="list-style-type: none"> <li>• Proven success in leading large teams within a transactional/process environment.</li> <li>• Significant experience evaluating effectiveness of transactional and reconciliation processes and implementing changes to improve services.</li> <li>• Strong experience defining transactional and reconciliation best practices, based on government's standards, regulations and the Authority's requirements.</li> <li>• Experience of dealing with stakeholders through the Directorate of Exchequer &amp; Transactional Services.</li> <li>• Proven experience in the use of Oracle Fusion systems.</li> </ul>    |
| <b>Behaviours and personal qualities</b>                                  | <ul style="list-style-type: none"> <li>• A strategic thinker and leader with the ability to balance competing priorities and deliver within tight timescales.</li> <li>• A corporate team player, highly motivated and resilient.</li> <li>• A decision maker who listens to, and takes cognisance of, the views of others along with a high degree of integrity and probity.</li> <li>• Highly skilled communicator with the ability to communicate orally and in writing to a diverse range of audiences.</li> <li>• Ability to influence and negotiate effectively along with the ability to lead, motivate, inspire confidence and enthusiasm.</li> </ul> |

**Havering Competencies**  
**(Not applicable to Newham posts)**

|                                                    |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                            |
|----------------------------------------------------|---|----------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
| <b>Communicating openly and effectively</b>        | D | <ul style="list-style-type: none"> <li>• Uses communication and influencing skills to progress complex situations and achieve significant impact.</li> <li>• Able to effectively present to &amp; influence large groups of people.</li> <li>• Translates strategy into effective operational messages, easily understood at all levels.</li> <li>• Demonstrates an in-depth understanding of organisational politics and uses this effectively.</li> <li>• Creates and implements appropriate communication strategies to support complex projects.</li> <li>• Ensures communication effectiveness throughout the business is continuously reviewed.</li> </ul>                                                                                                           |
| <b>Delivering excellent customer service</b>       | C | <ul style="list-style-type: none"> <li>• Acts as role model in own personal approach to customer focus.</li> <li>• Proactively seeks and effectively uses customer information to inform service delivery.</li> <li>• Proactively seeks to establish and meet current and future needs of customers.</li> <li>• Organises processes around customers, taking account of complex and sensitive issues to meet their long term needs.</li> <li>• Implements and utilises systems to record customer feedback and communicates ideas and information to appropriate people, ensuring information is fed back into appropriate systems e.g. CRM.</li> <li>• Creates an environment where team/s are empowered to put customers first.</li> </ul>                               |
| <b>Managing personal and organisational change</b> | C | <ul style="list-style-type: none"> <li>• Translates strategic vision into practical and achievable plans. Thinks and acts innovatively and creatively, to improve methods, systems and outcomes.</li> <li>• Identifies opportunities for change .</li> <li>• Champions, manages and engages with change openly and willingly.</li> <li>• Proactive in identifying barriers to change and works to influence others in overcoming them.</li> <li>• Promotes a culture that demonstrates a commitment to continuous improvement and development.</li> <li>• Constantly reviews own and team's objectives to ensure they support long-term strategic objectives .</li> <li>• Identifies and exploits own opportunities and those of the team, to fulfil potential.</li> </ul> |
| <b>Achieving results and success</b>               | C | <ul style="list-style-type: none"> <li>• Evaluates and monitors performance.</li> <li>• Uses knowledge of social and political dynamics to achieve results.</li> <li>• Encourages organisational learning and continuous improvement.</li> <li>• Demonstrates integrity, fairness and consistency in decision making.</li> <li>• Sets demanding but achievable objectives for self and others.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                  |

|                          |   |                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                         |
|--------------------------|---|-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------|
|                          |   | <ul style="list-style-type: none"> <li>• Achieves results through effective management of self and others.</li> <li>• Identifies and manages risk.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                           |
|                          |   | <ul style="list-style-type: none"> <li>• Assumes personal responsibility for making decisions, identifying solutions and achieving the best possible outcomes.</li> </ul>                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                                               |
| <b>Respecting others</b> | C | <ul style="list-style-type: none"> <li>• Develops a culture of Equality and Diversity.</li> <li>• Empowers people to achieve best practice in this area.</li> <li>• Adapts to different audiences.</li> <li>• Demonstrates integrity and consistency in decision making.</li> <li>• Ensures team members value diversity.</li> <li>• Demonstrates clear and consistent leadership in promoting equality and diversity.</li> <li>• Ensures full access to services for all.</li> <li>• Responds efficiently and appropriately where there is evidence of unfairness.</li> <li>• Respects confidentiality wherever appropriate.</li> <li>• Challenges inappropriate behaviour.</li> <li>• Upholds a high standard of fairness and ethics in words and actions.</li> </ul> |