# 1 Head of Service – Role Profile Information Services

| Job Title | Head of Service- Information Systems |
|---|---|
| Pay scale and spinal points | |
| Reports to | Director / |
| Service area | Corporate Services |
| No of staff responsible for | 10 Staff direct reports<br>61 including indirect reports + + Multiple Service/Support Partners |
| Budget responsible for | £7m+ |

## 1.1 HOS IS – Purpose of the Job

- To provide technology vision and leadership for developing and implementing information technology (IT) initiatives that improves cost effectiveness and business development within the council.
- To lead on the planning and implementing enterprise information systems to support both distributed and centralised business operations and achieve more cost beneficial enterprise-wide IT operations.
- Lead the overall direction of the council's IS Strategy, Infrastructure and IT Operations in order to ensure consistent delivery of quality service to the council in an environment of continuous development and improvement
- To own all internal and external corporate Information Systems
- As a member of the senior leadership team, to contribute to the overall leadership, direction and management of Corporate Services in the context of local and national priorities.
- To provide a professional lead on Information Systems
- Drive the improvement/transformation agenda within the service and develop capacity in key areas to support services in meeting local and Corporate objectives.
- To be a key player within the service in a management capacity who is actively seeking and applying best practice and innovative methods of service delivery.
- To promote and safeguard the welfare of vulnerable people, ensuring this principle, culture and practice is embedded throughout all council services, including stakeholders and partners in compliance with national and local procedures and protocols.
- Lead development, delivery and implementation of strategies and plans alongside the full range of stakeholder groups.
- Lead at an operational level at promoting culture changes and developing and implementing effective processes and systems across Information Systems.
- To provide excellent services to ensure in accordance with the Council's constitution and policies, budget allocation and statutory requirements.
- To be responsible to the Director for the effective management and efficient performance of Information Systems across the Council.
- To ensure that all activities across the Council are managed within the broader context of future shape.
- To act as a change agent to assist the council manage and implement change programmes
- To lead by example and effectively manage people, projects and budgets effectively at all times

## 1.2 HOS IS – Key accountabilities

- Define the programmes required to deliver the Council's IT Strategy, ensuring costs, resource, interdependencies, and business change requirements are clearly understood.

- Ensure programme governance is well designed, adheres to recognised standards and principles and adhered to; ensure ongoing project methodologies are fit for purpose, follow agreed standards, and are responsive enough to ensure delivery of benefits within timescales

- Own decisions on programme and project priorities ensuring IT projects deliver maximum value whilst minimising risk

- Ensure the key governance bodies (Investment and Appraisal Board ) have structured, relevant, and up to date information on Information Systems Capital programmes.

- Define the overall engagement model that will operate within Information Systems

- Develop relationships and ways of working with key personnel to ensure IT are engaged at the earliest opportunity in the strategic thinking

- Measure and Improve customer satisfaction with the overall IT service

- Develop effective cross organsational working within strategic Partners.
- Ensure that the Council's technology systems are standards based and fit for purpose.
- Manage multiple information and communications systems and projects, including voice, data, imaging, and office automation.
- Run service improvement programmes whilst investigating the council's potential use of new or emerging technology to enhance operational fitness of technical systems.
- Ensure all IS developments are based on industry good practice and service management principles.
- Coordinate, facilitate, and consult with all council management staff on information systems, communications, and business operation systems initiatives.
- Participate as an integral member in strategic planning

- Develop and maintain enterprise systems architecture, defining standards and protocols for data exchange, software, and interconnectivity of network information systems.

- Provides advice on evaluation, selection, implementation and maintenance of information systems, ensuring appropriate investment in strategic and operational systems. Negotiates IT acquisition contracts, soliciting involvement and participation of other management team members as appropriate.

- Provide expert advice, and excellent service concerning IT issues and trends in the IT industry.

- Communicate IT plans, policies and technology trends throughout the organisation, including management groups and professional staff.

- Determine pertinent information required by management in making effective decisions. Ensure that the gathering, processing, distribution and use of this information occurs in a timely, accurate and cost effective manner through on-going review at executive, management and user levels.

- Promote and oversee relationships between the council's IT resources and external entities (e.g., government, partners, vendors, researchers, auditors, and other organisations).

- Ensure the rationale for all technology projects within the Council is underpinned by a strong business case which encapsulates and provisions for on-going IT support and maintenance
- Instill confidence within the business that service is being managed and continually improved

- Deliver real value to the business by delivering against targets for service level agreements, value for money and "future-proofing"
- Lead on the development and production of all the key internal and external ICT reports within corporate or statutory deadlines.
- Implement rigorous service levels with suppliers, introducing appropriate metrics to demonstrate continued value and excellence of service
- To sponsor and direct major IT programmes as appropriate

## 1.3  HOS IS – Managing Service Direction

- As a Head of Service, to formulate  the  strategic direction, priorities and plans for the service, making a major contribution to the way the Council delivers its services

- Provide clear, visible and motivational leadership to create a high performance culture that drives continual improvement, efficiency savings and high levels of customer satisfaction.

- Anticipate and manage trends and changes in the operating environment and plan to meet these changes in order to provide best value for service users.

- To ensure that every opportunity to maximise council resource is achieved

- Promote, develop and manage effective partnership working and strategic alliances, with internal and external stakeholders, including, authorities, partner organisations, and agencies in order to achieve continuous improvement in the provision of services and input into policy developments in own area of expertise.

- Build and lead strong teams, communicating the vision and objectives of the service to ensure effective delivery to the agreed service standards and targets.

- Act as a professional advisor to the Council, Cabinet, and Chief Executive, Director and Assistant Director on all issues relating to the service.

## 1.4  HOS IS – Strategy and Policy Development

- Play a major role in contributing to the development and implementation of corporate and service strategies to secure the continuous improvement and high quality services.

- Manage strategic and tactical delivery of a suite of complex, service related systems and processes.

- Contribute to plans devised by the Director/Assistant Director to produce strategic options which implement the Council's corporate plan and service objectives as determined by Members.

- As a Head of Service identify, analyse and implement the impact of new legislation, government policy and all other developments which may impact on the Service Area.

- To lead on cross cutting projects and policy reviews in the Service, in accordance with corporate standards of project management.

## 1.5  HOS IS – Performance and Customer Focus

- Develop and implement coherent business, service and workforce plans to support the delivery of high quality performance and provide high value for money which minimises risk.

- Develop and implement rigorous and effective performance management processes to drive forward service improvements, including managing, monitoring and reporting on service performance

- Communicate with employees so that they understand the aims of the council and understand how their individual performance contributes to improved services encouraging and developing optimum performance from staff

- Underline the corporate approach to customer services, as reflected in Barnet's structure and style, and ensure that the highest standards of customer care are delivered and maintained.

## 1.6 HOS IS – Financial Responsibilities

- To lead on the development and implementation of effective financial, planning, monitoring and management systems within the service to ensure the delivery of value for money, cost efficient and high quality services.

- Pro-actively manage capital expenditure, income and revenue expenditure for the Service area. Ensure that services provided are managed, monitored and adjusted to meet financial services and business targets in line with Member priorities

- Be responsible for the contract management of all projects within area of control. Including certifying payments, certificates and that instructions issued ensure the proper administration of contracts and compliance with financial regulations

- Establish, develop and manage systems which maximise income to be obtained from external sources.

- In the relevant service area, prepare bids, justification for financial support, agreement of programmes and the execution of all management functions to obtain external funding from Central Government, Greater London Assembly, and other appropriate funding sources.

## 1.7 HOS IS – Leadership and Management

- Provide clear, visible, motivational leadership and management within the service area, and to create a high performance culture that drives continuous improvement, efficiency savings and high levels of citizen satisfaction. Contribute to the senior management team.

- Through effective planning and resourcing, provide robust strategic leadership and effective management of Information Systems services and its staff, ensuring that it is an effective, high performing team capable of delivering Member's priorities.

- Within service area, to lead on all aspects of staff management including recruitment, induction, production of personal objectives, monitoring of staff performance data, delivery of performance appraisals, management of poor performance and learning and development.

- Provide sufficient management guidance and information and embed good people management skills in mangers across the service area, making Barnet Council an exemplar employer where there is high performance and high levels of productivity and morale.

## 1.8 HOS IS – Programme & Project Management

- Within service area, deliver all projects to a high standard and within corporate project and programme management standards

- Monitor and control performance against plans, reporting as appropriate

- Ensure that projects are reviewed on a regular and systematic basis with lessons learned captured and appropriate action taken. Review lessons learnt and contribute these across the service.

## 1.9  HOS IS – Communication & Influence

- Through clear and effective communication, secure and support the implementation of council and service priorities.

- Promote a positive image of the council and the borough, both internally and externally, and support the implementation of the council's values.

## 1.10 HOS IS – Diversity

- Deliver the Council's commitment to equality of opportunity both in the provision of services and as an employer. Promote equality of opportunity for employees and service users by establishing a culture of fairness, respect and mutual support

- Ensuring that the Council is able to deliver its responsibilities in relation to equalities

## 1.11 HOS IS – Health and Safety

- Promote and safeguard the welfare of vulnerable people, ensuring this principle, culture and practice is embedded throughout all council services, in compliance with national and local procedures and protocols.

- Ensure safe and efficient delivery of service by achieving high standards of health and safety and reducing risk.

HOS IS – Person Specification

### 1.11.1 Qualifications Required:

| Type | Level required |
|---|---|
| Professional qualifications/memberships | Recognised professional qualification and substantial continuing professional development. Project/Programme management |
| Management | Management qualification or on the job experience supplemented with relevant training |
| Education | Educated to degree standard, post graduate qualification, MBA or equivalent, or relevant experience |

### 1.11.2 Technical / Knowledge Requirements:

| Type | Description |
|---|---|
| Experience | • At least 10 years of progressive experience in managing functions and departments dealing with information handling, work flow and systems. Three or more years of direct management of a major, IT operation is preferred |
| | • At least five or more years of experience in IT planning to support strategic business goals. Experience should also include design and development of multi-sourced IS delivery strategies |
| | • experience of large distributed, multi-platform/multi-site environments |
| | • Programme Management |
| | • Project Management |
| | • Business analysis |
| | • Extensive knowledge, experience and understanding of the major issues relating to Information Systems. |
| | • Experience of managing Information Systems within a complex environment. |
| | • Experience of leading and managing a large and successful team. |
| | • A thorough understanding of the legislation and statutory framework affecting service delivery in this area |
| | • Extensive experience of successfully implementing projects and/or programmes |
| | • Evidence of successful leadership and financial management at a senior level |
| | • Experience of effectively managing and supporting people |
| | • Experience of effectively managing change |
| | • Experience of effectively managing complex budgets |

| Skills | • *Advanced level of specific and general IT skills relevant to the position* |
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| | • *High level of verbal, written and numerical skills* |
| | • *Extensive working knowledge of analysing, interpreting and applying data effectively* |
| | • *Formal project/programme management expertise* |
| | • *Good broad range knowledge of technologies* |
| | • *Up to date knowledge of innovations and developments in IT field* |
| | • *Evidence of continuing professional and personal development* |
| | • *Able to translate business needs into vision and communicate this to stakeholder communities and technical departments* |
| | • *Understanding of the commercial benefits of using technology* |

### 1.11.3 Behavioural Competencies:

| Competency | *Level* |
|---|---|
| Political Awareness | • Able to work effectively in a political environment and establish positive relationships with Councillors, senior managers, staff and external partners, to establish confidence, trust and credibility. |
| Leadership | • Able to provide leadership to staff in a complex environment |
| | • Able to provide vision and direction to team members |
| | • Able to make independent decisions that have a significant impact on daily operations and strategic direction. |
| | • Ensure there is a culture that values continuous personal and professional development |
| | • Promotes a culture that values continuous personal and professional development |
| | • Knowledge of leading multi-professional teams to deliver project goals. Able to formulate and implement strategic and operational plans. |
| | • Able to ensure that users of services and community interests are the focal point of decision making. |
| Problem Solving | • Able to analyse complex information quickly, reaching and articulating decisions with clarity, to deliver solutions that command support. |
| Staff Management | • Able to develop individuals or groups of staff with clearly identifiable milestones for progress and achievement. |
| | • Able to create positive employee relations climate where staff are involved, empowered and committed. |
| | • Able to motivate staff, set priorities and targets, direct and plan work to provide an integrated service to meet service standards/deadlines. |
| Change Management | • Able to adopt an imaginative, flexible approach in achieving Barnet's vision of "a successful suburb in a successful |

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| | London". |
| | • Capable of reviewing and evaluating results against quality standards, sharing this learning with others and taking decisive action to ensure that plans are delivered. |
| | • Proven experience of managing in a change environment to achieve success |
| | • Able to analyse change proposals to ensure best fit with future shape |
| Team work | • Highly effective communication and influencing skills |
| | • Proven experience in, working effectively as part of a senior leadership team. |
| | • Success in building, maintaining and leading teams, working in partnership with others and delivering to a shared goal. |
| | • Able to enthuse and motivate staff to achieve challenging objectives. |
| Communication, Influencing & Negotiation | • Delivers professional and persuasive presentations to large internal and external groups |
| | • Maintains composure in difficult situations or when faced with opposition |
| | • Speaks up, even when views or messages may be unpopular |
| | • Positively influences the perceptions of people internally and externally |
| | • Builds strong and internal networks and uses them positively to benefit the organisation and its stakeholders |
| | • Applies skilful negotiation techniques to resolve conflict resolutions |
| | • Able to communicate complex issues in a clear and effective manner adapted as appropriate to the audience on matters affecting the service |
| *Performance Management* | • A record of achievement in promoting and delivering service improvement, customer care, safeguarding and equality and diversity |
| | • Ability to maintain, develop and monitor performance indicators for services and use them proactively to improve performance |
| | • Able to deliver the council's commitment to equality of opportunity both in provision of services and as an employer |
| | • Ensure that managers and team leaders effectively undertake their responsibilities for managing the performance and development of their staff |
| | • Proven ability to manage own delivery in a planned and structured manner to initiate and implement service improvements |