

ROLE PROFILE

Service:	Resources
Location:	North London Business Park
Job Title:	Head of Libraries, Museums & Local Studies
Grade:	SCP 207 - 210
Post No.:	50026169
Reports to:	Assistant Director, Libraries and Customer Services
Service management:	c. 160FTE
Budget	c. £7.5m Revenue; £1.25m Capital Programme

Purpose of job:

- To lead on the transformation of the Libraries Service to become the leading Service in London.
- To lead a Library change programme to deliver a number of service improvement projects including developing the core library offer in line with customer trends and demands.
- To review, manage and maximise the use of the library estate and where necessary secure funding for any associated improvements
- To be responsible for the leadership and management of the work force and the 16 Libraries, Home and Mobile Library Service, Museums, Local Studies Local Studies and Archives, School Library Resource Service, and ensure effective delivery of Library support functions.
- Ensure that all aspects of service delivery are undertaken in an efficient and effective manner using ICT applications as appropriate, according to agreed service standards and corporate policies.
- To manage the Libraries, Museums and Local Studies service budget, performance management framework, reviewing and improving procedures for finance and performance management.
- To contribute to other corporate programmes at a strategic level, including developing partnership working with other council services and other organisations to ensure Library services meet the needs of customers and communities and preparing for the necessary corporate inspections

Key accountabilities:

Strategy and Policy Formation

- Lead the further development of the Library Strategy in the light of national and corporate policies and themes, managing and ensuring its effective implementation through a change programme, in accordance with agreed priorities.
- Brief Council members, senior officers and staff on the implications of change, observing the consultation/feedback process where applicable.
- Lead the development of proposals and strategies relating to Culture, Libraries, Museums and Local Studies service area. Prepare and present complex reports for committee approval with full research of policy and associated cost benefit analysis.
- As a member of Resources Strategy Group, CMG, and Divisional Management Team, lead or contribute to corporate working groups to develop policies and working practices to support the themes and objectives of the council and key projects of the Council as identified in the Local Area Assessment process, Sustainable Community Strategy and the Corporate Plan.
- Work with other London libraries and partners to develop services within Barnet, and investigate options to share services or expertise

Team Leadership and Management

- Through annual Service Planning and using project management methodologies, govern different work areas within the Libraries, Museums & Local Studies Service. Design and implement work programmes according to service priorities.
- Use performance data to inform decision making to review staffing structure within work areas and recommend changes to improve efficiency and effectiveness service wide.
- Develop the Libraries Leadership team so that it has the skills, experience and motivation necessary to deliver an excellent service that is flexible and agile enough to meet changing customer needs and demands.
- Be responsible for ensuring that regular appraisals, personal development reviews, one to one and team meetings are carried out which add value to both the effectiveness of the team, the individuals and the council.
- Be responsible overall for the recruitment selection and retention of all staff within the Libraries, Museums and Local Studies Service. Chair selection interview panels as required, ensuring adherence to equal opportunities and other corporate policy.
- Monitor and review staff attendance and performance including sickness monitoring, counselling, welfare, discipline and grievance. Chair formal meetings relating to staff conduct including disciplinary action short of dismissal and dismissal of temporary/casual employees whose contracts are for less than one year.

- Assess changing operational needs against departmental skills base, lead the implementation of a Workforce Development Strategy. Identify skills shortage areas by training needs analysis, managing the learning and development requirements for Libraries, Museums & Local Studies Service staff.

Project Management

- Lead project teams at both service and corporate level as required. Co-ordinate results and develop proposals, which meet terms of reference. Prepare cost estimates according to current conventions. Report within specified deadlines.
- Lead the implementation of new technologies, services, and products in the Library Service, reviewing suitability, costs, staffing implications and training needs.

Communication

- Maintain regular communication with the Assistant Director, Libraries and Customer Services and divisional leadership team through one to one and Team meetings and provide briefings/reports as required.
- Publicise the service and promote its potential to the local community and the media. Handle direct enquiries from the media as authorised by the Director of Resources.
- Lead or attend working parties and meetings as representative of the Authority.
- Provide briefings for Members and respond to Members enquiries as required.
- Communicate with a range of internal and external organisations to negotiate joint finance and other sources of external funding to maximise the financial and other resources available to the service.
- As a member of the divisional Leadership Team undertake regular meetings with unions and negotiate with regard to matters relating to service changes affecting staff conditions. Take the lead negotiating role for the Libraries, Museums & Local Studies Service.

Performance and Customer Focus

- Use data in order to ensure that the needs of our customers are understood and that services are reviewed and developed to improve services to the customer.
- Lead the development of performance indicators for the division and play a proactive role in ensuring that they are used to focus on and improve performance.
- Ensure the service proactively develops relationships with customers so as to ensure services provided in Libraries meet customer need.
- Lead work with partner organisations and other council services to ensure Libraries better meet the needs of communities and customers.

Financial and Asset Responsibilities

- Prepare service plans and proposals for the annual budget process in line with corporate procedures, to agreed timescales.
- Plan and manage the Libraries, Museums & Local Studies Service capital and revenue budgets, ensuring that effective monitoring systems are in place to assist in cost centre budget management by delegated staff members.
- Provide regular budgetary statements and analysis of performance in accordance with management and audit requirements.
- To manage and oversee the Internal Control Checklist for the service and ensure required actions are taken.
- Manage the human resources of the Libraries, Museums & Local Studies Service.
- Ensure the effective use of buildings and fleet vehicles and maintain overall responsibility for building repairs/maintenance and security.

Statutory Responsibility

- Be fully aware of relevant Health and Safety legislation and ensure compliance in the service areas managed.
- Oversee the co-ordination of service health and safety policies in co-operation with the Corporate Health and Safety team, researching and planning initiatives to ensure compliance with amendments as required, and participating in corporate meetings on Health and Safety.

Staff Responsibilities:

Direct line management of:

- 3 Divisional Managers:
 - Operations
 - Children's Services
 - Adult Services

Responsibility for staff managed by the above mentioned staff circa 170 fte.

Flexibility

- Work with a degree of flexibility required to perform work not specifically referred to above although falling within the scope of the post at the appropriate grade

Health and Safety

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

The Council's Commitment To Equality

- Deliver the council's commitment to equality of opportunity both in the provision of services and as an employer. Promote equality in the work place and in the services the council delivers
- To encourage and develop optimum performance from staff and underline the corporate approach to customer needs as reflected in the council's structure and style.

PERSON SPECIFICATION

Qualifications Required:

Type	Level required
Professional qualifications/memberships	
Management	
Education	

Technical / Knowledge Requirements:

Type	Description
Experience	<p>Experience of managing within a complex environment.</p> <p>Experience of leading and managing a large and successful team.</p> <p>Demonstrable experience of improving performance and service to customers.</p> <p>Demonstrable experience and knowledge of current and planned developments in the areas of library, museum and archive service provision.</p> <p>Able to manage a complex budget and enable financial efficiency and effectiveness.</p> <p>Able to contribute to service wide budget planning and development.</p>

Behavioural Competencies:

Competency	Key Requirements
PERSONAL EFFECTIVENESS	
Communicating and Influencing	<ul style="list-style-type: none"> • Builds strong internal and external networks and uses them positively to benefit LB Barnet and its stakeholders • Delivers professional and persuasive presentations to large internal and external groups • Speaks up, even when views or messages may be unpopular • Able to communicate effectively with colleagues and customers at all levels
Respecting Others	<ul style="list-style-type: none"> • Champions a culture that values equality and diversity, and ensures these are built into the delivery of services
Striving for Excellence	<ul style="list-style-type: none"> • Demonstrates a high level of personal drive and energy that sets an example to others

	<ul style="list-style-type: none"> • Fosters a dynamic, achievement orientated culture
LEADERSHIP	
Setting Direction	<ul style="list-style-type: none"> • Ensures there is a culture of continuous improvement and responsiveness to change • Promotes a vision for the future that inspires others • Adapts leadership style to suit the situation
Managing Performance	<ul style="list-style-type: none"> • Ensures that managers and team leaders effectively undertake their responsibilities for managing the performance and development of their staff • Promotes the achievements of teams and employees to generate a broad sense of satisfaction and pride • Accepts ultimate responsibility for results of own area, whether positive or negative
Developing Talent	<ul style="list-style-type: none"> • Promotes a culture that values continuous personal and professional development • Recognises the link between learning and development, and improving the performance of the organisation
WORKING IN PARTNERSHIP	
Team Working	<ul style="list-style-type: none"> • Creates a positive team spirit where team members work together to achieve shared goals • Constructively uses conflict as an opportunity to generate innovative solutions
Cross-Barnet Working	<ul style="list-style-type: none"> • Promotes cross-functional working and recognises and rewards good practice in this area • Actively contributes to the creation of an open, and interdependent culture
External Partnership Working	<ul style="list-style-type: none"> • Fully understands national and local influences on the organisation and their implications for the future delivery of services