

APPENDIX 1 - CHIEF EXECUTIVE AND HEAD OF PAID SERVICE JOB DESCRIPTION

The Chief Executive has lead responsibility to implement the Council's policies, ensuring that it delivers to its objectives and duties, within budget, and according to strategic priorities and statutory requirements. London Borough of Barnet is implementing on its dynamic vision to become an exemplar authority through the development of different approaches to serving the needs of its community which are based on the principles of citizen-empowerment, a genuinely local focus and long-term economic sustainability.

The Chief Executive will be at the forefront of driving forward and consolidating an ambitious change programme to achieve this objective. Working closely with the Leader, Cabinet and Strategic Commissioning Board to prioritise performance at both the corporate and the individual level, this role requires energy, grit, determination and the capacity to inspire, motivate and drive forward the transformation agenda. Commercial acumen is also essential, in order to deliver the substantial efficiency savings required by the fundamental changes in public service funding prompted by the economic downturn. The Council must work extensively in partnership with other organisations – public, private and voluntary – to deliver high quality, cost effective services that ensure a good quality of life for the residents of Barnet. Therefore, the ability to build, manage and maintain key stakeholder relationships is crucial.

Role Purpose

To lead the strategic management of the Council to ensure quality and best value for money.

To be the Council's principal policy and business adviser.

To be the managerial leader, ensuring that the staff of the Council deliver the agreed objectives and priorities.

To take the statutory responsibilities of Head of Paid Service

To deliver, within a politically-led environment:-

- The Council being positioned at the leading edge of public service innovation. The pursuit of new funding and income streams to ensure the Council is as self-sufficient as possible.
- Challenge to all parts of the Council to ensure that the working practices, systems and behaviours of staff accord to best practice in the commercial world.
- The Council taking a prominent role in community leadership for Barnet working within complex partnerships across the public, private and third sectors.
- Effective arrangements for ensuring a closely aligned political and managerial partnership focused tightly on delivery and strategic outreach.

This role will:

- Act as principal advisor to the Council in the formulation of its objectives, values and strategic policies, and to ensure that these are delivered and implemented effectively, so that the Council fulfils its statutory responsibilities and meets the needs of its citizens in line with legal and budgetary requirements.

- Work with councillors to lead and develop relationships with key stakeholders in Government, and across all sectors and communities in Barnet, creating partnership working to influence views and decisions for the benefit of Barnet communities. In particular to shape and influence public sector spend and best use of resources in Barnet.
- Lead and inspire the Council's services and hold it accountable, collectively and individually, for the effective delivery of the objectives, political and financial aspirations and goals of councillors.
- Build and develop strong relationships with existing and potential Partners (local, regional and national) in order to build collaboration and confidence towards multi-agency working.
- Develop a creative, citizen-focussed, high-performance, financially sustainable organisation, in which all staff are clear about their individual responsibilities and roles, to ensure the Council delivers quality and value to the Barnet.
- Review the structure, capacity, skills and performance of the Council to ensure that they match the needs of local citizens, fiscal constraints, strategic priorities and statutory requirements. Promote a culture that exhibits a positive outlook and continuous improvement to meeting the challenges despite financial constraints.
- Take overall responsibility for the Council's risk and reputation management by ensuring it operates in an open, accountable and democratic manner.
- Monitor and advise on the Council's corporate governance arrangements.
- Be responsible for the overall co-ordination and performance management of the Council's operations, including arrangements for managing major projects.
- Participate in the appointment of the Council's Directors, undertake their annual performance and development reviews, and address any issues arising.
- Act as Electoral Registration Officer and organise elections.

Core Accountabilities

- Think Customer:
 - Ensuring that there is a clear and jargon free strategic document in place focused on the delivery of outstanding services that meet the needs and expectations of the people of Barnet.
- Leadership & People Management:
 - Providing strong, visible, consistent and courageous leadership setting out a clear vision and direction that identifies individual and collective responsibilities and accountabilities.
 - Inspiring staff to demonstrate and support a culture of high personal standards and performance, acknowledging their accomplishments and developing their skills through a framework of coaching and mentoring.

- Democratic Spine:
 - Providing clear advice and guidance to Council Members helping them to develop and agree strategic priorities and approaches for the Council.
 - Reporting the outcomes flowing from the implementation of their strategy.
 - Identifying the on-going needs of Members to be properly equipped and trained to make informed decisions in their increasingly demanding role.

- Financial & Risk Management:
 - Overseeing the Council's overall financial budget by exercising financial and commercial acumen ensuring that the corporate financial position remains within agreed parameters.
 - To ensuring robust policies are in place to comply with relevant legislative and statutory requirements for effective risk.

- Market Analysis & Management:
 - Looking to the future to capitalise on opportunities and steer clear of potential threats.
 - Seeing the opportunities in the midst of the pressure of everyday activities.
 - Focusing on a healthy mix of high quality public, private and third sector providers in Barnet to ensure the best possible outcomes for local people.

- Partnership Building:
 - Forming strong strategic relationships with a broad range of local, regional and national organisations building strong partnerships to provide high quality, outcome focused services.
 - Finding a common language that connects with customers, thereby leading to better understanding about proposed solutions.

- Business & Resource Planning:
 - Ensuring that business plans meet Medium Term Financial Strategy savings whilst continuing to deliver the agreed priority outcomes.

- Knowledge, Skills and Experience
 - Substantial record of senior strategic leadership achievement and experience.
 - Recent experience of successfully leading the delivery of outcomes and transformation in a large local authority, including cross function performance management and improvement.
 - Significant analytical skills and clear strategic thinking is required to provide complex advice that balances competing environmental, social and economic considerations in a joined-up, clear and sensitive manner.
 - Strong negotiation and influencing skills to ensure that others co-operate in the achievement of corporate objectives.
 - An in-depth knowledge, understanding and experience of the social, legal and economic context within which local authorities work and the implications of this for delivery of council aims.
 - Broad knowledge of public sector service delivery and strategic commissioning approaches.
 - Ability and track record in building broad networks and partnerships across the public, private and voluntary sectors, at borough, regional and national level.

- A collaborator who can develop productive relationships with a varied and broad range of stakeholders and communities to ensure the development, design and delivery of services that reflects their needs.
- Experience of having worked at a senior level in a political environment, skills in understanding and responding to different perspectives and taking a cross-organisational perspective.
- Business acumen gained from creating a commercial environment where the management of cost and delivery of priority outcomes are paramount.
- An inspirational leader who; motivates, leads and has a track record of get things done.
- Politically astute, with strong integrity and a good appreciation of governance.

Core Leadership Behaviours

- **Customer Focused:**
 - Leads the organisation in its focus on its customers
 - Demonstrates by example that customers' needs are placed at the centre of the Councils priorities.
 - Is seen as a role model and behaves accordingly.
 - Includes measurement of management team performance from customer feedback
- **Drive Innovation**
 - Creates and embeds a learning culture
 - Uses knowledge and understanding to the development needs of staff in anticipation of on-going change and challenge.
 - Eliminates any notion of attributing "blame" when things go wrong.
 - Takes a personal and active lead as a coach and mentor.
 - Identifies the on-going needs of Members to be properly equipped and trained to make informed decisions in their increasingly demanding role.
- **Brings Insight**
 - Initiates looking to the future by scanning the external environment to capitalise on opportunities
 - Introduces new and imaginative ways of assessing current activity and the options around change.
 - Focuses on taking opportunities in the midst of the pressure of everyday activities.
- **Drive Continual Improvement**
 - Champions continual improvement
 - Challenges performance levels and focuses on "raising the bar".
 - Leads on identifying accountability and responsibility for actions.
 - Looks for ways of measuring qualitative as well as quantitative performance.
- **Entrepreneurial**
 - Leads on creating new opportunities
 - Actively champions and supports the introduction of new ideas and thinking.
 - Acts as a role model in future thinking and publicly acknowledges individuals who contribute ideas that benefit the Council and its customers.

- Engages People
 - Acts as an exemplar in building a committed workforce
 - Projects a positive and optimistic attitude throughout good and bad times.
 - Actively supports and celebrates individual and collective success.
 - Is seen as a visible and supportive leader by both the organization and its various partners.

- Influences
 - Takes a strategic approach
 - Recognises and uses influence to capture a wide range of support both within and out with the Council
 - Actively pursues a wide network for both current and longer term need.
 - Leads on the interpretation of local, regional and national thinking which will demand Council action.

- Confident and Resilient
 - Understands and accepts the nature of the role of Chief Executive
 - Has the courage to maintain a point of view under pressure.
 - Avoids the temptation to be detached and distant as a means of earning respect.
 - Remembers that people have emotions and will only genuinely respond to leaders who share feelings