



## JOB PROFILE

### SECTION 1

<b>Job title:</b>	<b>Chief Operating Officer</b>
<b>Post number:</b>	<b>3456</b>
<b>Grade:</b>	Director
<b>Role group:</b>	Strategic Leader
<b>Division:</b>	Operations
<b>Reports to:</b>	Chief Executive
<b>Location:</b>	Boston Spa
<b>Date:</b>	December 2017

### SECTION 2

#### **Job purpose:**

To play a full corporate leadership role in the pan-Library decision-making responsibilities of the BL Executive Leadership Team, with specific authority to act as managerial deputy for the CEO, ensuring the Library maintains the highest standards of excellence and efficiency in the management of its staff and its operational delivery, and to provide specific assurance for CEO in his/her role as Accounting Officer in respect of the key pan-Library functions of Finance (including audit oversight) and Human Resources.

To act as managerial lead for Operations, currently comprising Reader and Reference Services, Document Delivery and Customer Services, IT, HR, , St Pancras Transformed, Commercial Services, , , IRM, Estates and Facilities, Finance, PLR

#### **Resources managed**

Staffing

Direct reports: 9 staff;

Total complement of c.934 fte staff

Associated budgets

Non-salaries - £28m

Income - £15m

Combined - £50m

#### **Key areas of responsibility**

Corporate

- Act as managerial deputy for the Chief Executive, with special responsibility for finance and human resource strategy and policy, and for overall operational effectiveness.
- Ensure effective delivery of the Library's operations functions in the business plan.
- Play a full role as a member of the Executive Leadership Team, working in close partnership with others to set the strategic direction of the organisation and take key decisions.
- Champion a culture of collaboration, matrix working and strong project management
- Enable the BL to be more outward looking and integrated with appropriate global networks, while ensuring that the Library relates more closely to customers and users, and engages constructively and imaginatively with its main stakeholders
- Exercise corporate responsibility for the management of the Library's finances, risk and contribution to strategy
- Provides assurance to the Board on all matters relating to the Operations Group and on Major Programmes
- Lead Director for managing corporate performance chairing the Business Performance Group of senior leaders from across all the Library's functions
- Meeting with DCMS relationship managers to report BL DCMS Management Agreement performance on a quarterly basis
- As Director responsible for Finance, ensure financial compliance and value for money for £110m budget
- Leads the Executive at Board Audit Committee
- As Director for people and HR responsible for supporting 1500 staff across three sites
- Director responsible for the Public Lending Right ensuring its statutory services under the PLR Act are fulfilled and £6.5m budget represents value for money
- Sponsor of the redevelopment of the St Pancras building extension – a £1billion 3 acres property scheme at St Pancras

### Group

#### *Reader and Reference Services, Document Delivery and Customer Services*

- Ensure the highest possible standards of service to users of British Library reading rooms, including timely delivery of items and effective management of all resources.
- Work closely with Chief Librarian to deliver a high quality operation for the ingest of content and the provision of innovative and valuable metadata services.
- To develop the long term strategy for the future sustainability of the Document Supply Service through the development of a range of different digital delivery channels and service models
- Information, Communication and Technology Work closely with the Chief Librarian to ensure the most effective development and deployment of the

Library's information technology, ensuring clear focus on the needs of users and the wider business.

- To ensure a robust Information and Communications Technology (ICT) infrastructure for the Library

#### *HR*

- To lead on the development and implementation of the Library's People Strategy to ensure the Library has in place appropriate workforce skills capacity and people processes to deliver the Library's Corporate Strategy
- To take the lead on all aspects of employee relations; to foster a collaborative working culture in which the mutual needs of the Library and its staff are recognised, respected and addressed

#### *Finance*

- Lead the development of medium term financial strategies to allow the Library to maximise its delivery against its strategic priorities within the resources available to it.
- Ensure the delivery of effective accounting, financial transaction processing and internal audit services to the Library
- Set annual budgets which determine the allocation of resources to the corporate strategic plans and business plans of each division, and maintain budgetary control frameworks that allow divisions to be held accountable for delivery within approved budgets
- Establish and support necessary processes and procedures to ensure compliance with the requirements of Government accounting, EU directives and other regulatory frameworks
- Ensure audit oversight on all Library financial activities
- Develop aligned financial and business plans to underpin the British Library's service delivery
- Provide financial advice and analysis to support the development of all plans, projects, programmes and business cases
- Exercise responsibility for coordinating the development and delivery of the Library's corporate business plan, including financial, performance and other targets

#### *Management of the Library's Capital Programme*

- Manage the Library's long term capital programme, ensuring that project and programme resources are clearly identified and that robust governance frameworks for benefit delivery and cost control are in place

#### *Estates and Facilities Management*

- Proactive role in the design and delivery of the Library's plans for the development of its St Pancras and Boston Spa campuses
- Ensure the effective and efficient maintenance of the Library's estate, within the resources available, to underpin the storage and security of its collection and the provision of its services in a safe, attractive environment for visitors and staff

#### *Risk Strategy and Business Continuity Planning*

- Ensure that the British Library has effective systems and procedures to manage risk, secure the people, collections and assets of the Library and develop an agile Business Continuity framework
- As Chair of the BL Audit and Risk Group oversees corporate risk

### Commercial Services

- To have overall responsibility for revenues and business opportunities, through commercial activities and strategic partnerships.
- To identify and launch new products and services that increase contribution and support the British Library brand.
- Sustain key strategic partnerships with publishers and others to maximise the value of the BL brand and content. Manage publisher relations to ensure the library gets the best value from the content it licenses in.
- Responsible for £19m commercial income across information services, retain, catering and box office, space rental and events

### **Management**

- Lead and develop a high-performing and effective management team who are passionate about quality of service, focused on strategic and key issues and encouraging working across service boundaries wherever appropriate for the most cost effective delivery of objectives
- Work to ensure that collaborative working across service boundaries is seen as the norm, not the exception, at all levels.
- To be accountable for the preparation, management and monitoring of revenue, capital and salary budgets and achievement of both corporate and service-focused KPIs
- Develop clear service strategies for each of the services, reflecting best practice within and outside the Library and information community
- Lead cross-service corporate projects with major portfolio, service and operational aspects
- Expected to demonstrate a willingness to take on a range of tasks and to develop new skills, as appropriate, in own or other divisions to support the delivery of the Library's services as required by the Chief Executive

### **Minimum requirements (essential)**

- Proven management experience of a wide portfolio of disciplines
- Effective leader and influencer
- Action and results orientated
- Creative, critical and strategic thinker
- Comfortable with and experience of matrix and collaborative working
- Ability to communicate, engage and persuade at the highest levels across a broad range of stakeholders
- Commercially minded but able to identify with a non-commercial bottom line.
- Excellent communication and presentation skills
- Political sensitivity and the ability to achieve progress in a complex political organisation
- Degree and/or relevant professional qualification

## Role Competencies – STRATEGIC LEADER

<p><b>Personal and professional impact</b> Is aware of individual and team strengths / blind spots. Uses these insights to build effective and productive working relationships. Applies insights knowingly, willingly and intelligently for maximum impact.</p>	√
<p><b>Leading change</b> Effectively leads change and manages organisational transitions. Manages uncertainty and ambiguity. Remains calm, focused and communicates difficult messages positively and engagingly. Shows adaptability, flexibility and ownership for delivering results.</p>	√
<p><b>Creativity and innovation</b> Creative and innovative in developing services and products based on the needs of customers, users and different stakeholder groups.</p>	√
<p><b>Business and commercial acumen</b> Expands the organisation's repertoire of business skills, especially commercial ability and expertise. Is aware of the financial impact and implications of decisions and actions on the part of both self and team.</p>	√
<p><b>Managing and developing people</b> Leads, manages, motivates and develops individuals and teams. Focuses on managing performance to create a high-performance working culture.</p>	√
<p><b>Sharing knowledge and learning</b> Works collaboratively across the organisation to generate, capture and share knowledge, information and learning.</p>	√
<p><b>Influencing and persuading</b> Influences, persuades and promotes the organisation's work internally and externally with a range of stakeholder groups. Responds carefully and credibly to difficult questions, situations and scenarios.</p>	√

### British Library Values

- Put users at the heart of everything we do
- Listen, innovate and adapt to a changing world
- Treat everyone with respect and compassion
- Embrace equality, fairness and diversity
- Act with openness and honesty
- Collaborate to do more than we could by ourselves