**Generic Role Profile: Strategic Leadership**

**Level B - Assistant Director**

**Role Purpose, Context and Scope:**
- Accountable for developing and directing the corporate activities of the Council at a strategic delivery level.
- Horizon scanning 1-3 years; emerging practices and seek out the latest thinking and innovation across their service areas.
- Work with Councillors in setting and delivering the strategic aims and objectives of the Services they lead.
- Provide strong leadership, direction and guidance to senior managers regarding the allocation of resources, risk management, change management and management behaviours within the services they lead.
- To role model the values and behaviours of the organisation so others can see and hear, and learn from you.
- Lead on developing the capability of the workforce so the organisation has the right skills at the right time in the right place.

**Indicative Accountabilities:**
- To influence and contribute to delivering objectives set out in the Corporate Plan considering the impact of internal and external factors.
- Create and build effective relationships internally and externally with key stakeholders and instil in direct reports the imperative for accountability, responsibility and collaboration with others, for example: Councillors, other Boroughs, the communities we serve and partners.
- Lead and work collaboratively across all service areas with other senior managers (including those from partner organisations and agencies) in order to generate efficiencies.
- Effectively lead and manage staff (set, monitor and evaluate objectives on an annual basis).
- Drive significant cultural change through the corporate infrastructure.
- Be accountable for associated budget and have affordable plans in place to deliver the Medium Term Financial Plan.
- Provide assurance that the services are compliant and performance monitoring is part of the corporate rhythm, and exceptions have robust action plans.
- Lead and work collaboratively across programmes and services areas to ensure effective risk management and organisational resilience, including developing effective procedures to implement the Council’s policy and strategy.
- Be an ambassador for Haringey.

**Example Job Titles at Level B:**
- Assistant Director
- Director of Adult Social Services
- Programme Director Tottenham

**Indicative Performance Measures:**
- Specific measures from the Medium Term Financial Plan.
- Achievement of Council’s Corporate Priorities.
- Achievement of the outcomes within the Council’s Corporate Priorities and Workforce Plan within their service.
- Participate in external assessments e.g. Ofsted, Peer Review.

**Indicative Dimensions:**
- Work involves development of specific service areas and integration of internal services with some integration with external partners.
- Has a prime responsibility for the financial management of specific service area.
- Jobs at this level operate with a wide level of discretion over staffing, resources and decisions provided that actions are consistent with Council policies.
- Can lead and deliver in a political environment.

**Haringey Values:**
- Lives, and can articulate for others, our values: Human ▪ Ambitious ▪ Accountable ▪ Professional

**Indicative Knowledge, Qualifications, Skills and Experience:**
- Deep knowledge of concepts, principles and practices gained through extensive experience and development in a specific field.
- Degree level or equivalent qualification plus substantial post qualifying in specialised field.
- Membership of appropriate professional body by examination e.g. CIPFA, RICS or evidence of continuing professional development (CPD).
- Excellent communication skills.
- Ability to work with high level internal and external stakeholders.

**Leadership Qualities:**
- **Achieving Ambitious Outcomes** – Makes sure that all activities contribute towards the organisation’s vision and goals. Typically looks two to three years ahead.
- **Service Excellence** – Continually strives for a better future. Measures success and takes action to achieve and maintain excellence.
- **Thinks Differently** – Has sharp thinking to look at information in a new way. Comes up with many ideas and advocates change/new approaches. Is comfortable being uncomfortable.
- **Visible Leadership** – Is a corporate leader, showing teams the strategic direction. Understands individuals, what motivates them and how to get the best from people.
- **Work in Partnership; One Council** – Uses initiative to build networks and relationships internally and externally, consulting widely, particularly with residents. Understands the nature of conflict and finds ways to deal with this.
- **Open Communication** - Assertive and influential. Maintains a calm and optimistic tone, and has the confidence to challenge and persevere, even in the face of strong opposition. Listens to and shows empathy for different perspectives.
Job Specific Profile

<table>
<thead>
<tr>
<th>Job Title and Service Area:</th>
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<tr>
<td>Assistant Director for Commercial and Operational Services</td>
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Role Purpose:

- To provide clear leadership and guidance to a diverse portfolio of service teams frontline operational services to the residents of Haringey and to the Council; and
- To support business units to commission and procure efficient, effective and commercially driven services.

Main Responsibilities (in addition to indicative accountabilities on generic profile):

**Specific Responsibilities**

1. Provide clear leadership and management direction to achieve the strategic development and operational delivery of the following services:
   a. Operational services (as defined)
   b. Community Safety (in collaboration with other areas of the council)
   c. Asset Management
   d. Procurement (strategic procurement and category management)
   e. North London Waste Authority
2. Develop comprehensive three-year service plans for each specific service area that will underpin and that are in support of the achievement of the corporate plan.
3. To lead and own Priority 3 of the Council’s Corporate Plan – ‘A clean and safe borough where people are proud to live’
4. Establish governance procedures, clear objectives and a performance monitoring regime for the above.
5. Ensure strong management and clear direction is provided to each team providing them with clear understanding of their responsibilities and contributions to the Council’s corporate plan.
6. Ensure that teams are delivering strong customer services to residents at all times.
7. Establish, develop and maintain strategic relationships with external agencies, Members and other senior management to achieve objectives.
8. To deputise for your line manager if required.

**Corporate Responsibilities**

As an Assistant Director in the London Borough of Haringey the post holder will be expected to behave in accordance with the Haringey leadership framework and the accountabilities framework. They will be expected to conduct their duties within professional and legal standards and more specifically they will be expected to:

1. Lead and work collaboratively across all service areas with other senior managers in order to generate efficiencies and create synergies wherever possible;
2. To influence and contribute to delivering objectives set out in the corporate plan;
3. Instil in direct reports the imperative for accountability, responsibility, collaboration and integration with other areas across the Council;
4. Drive significant cultural change through the corporate infrastructure;
5. Effectively lead and manage staff (set, monitor and evaluate objectives on a yearly basis);
6. Be totally accountable for associated budget, and have affordable plans in place to deliver the Medium Term Financial Plan;
7. To be a named member of the Gold Emergency Planning Rota, to be the deputy London Local Authority Gold lead and to ensure that services the post holder is responsible for have appropriate business continuity plans and emergency response procedures;
8. Ensure that Health & Safety legislation and the Council’s Health & Safety requirements are complied with and monitored;
9. Ensure that equalities legislation and the councils equality requirements are complied with and monitored.
10. Functional Areas
   a. Business support and development
   c. North London Waste Authority
   d. Procurement – strategic procurement and category management
### Job Specific Profile

**Knowledge, Qualifications, Skills and Experience (in addition to those on generic profile):**

- Educated to degree level and/or relevant work experience
- Professional qualification (e.g. MBA, MPA)
- Knowledge & Experience
- Understanding of a wide breadth the workings of local government
- Understand how to put together a comprehensive service strategy for diverse working group
- Managing large teams of people (cascading responsibilities)
- Managing large and/or multiple budgets
- Management experience in a similar sized public sector organisation or complex business environment
- Commissioning services within the public sector

**Dimensions:**

**Organisational Structure (attach as an appendix)**