### 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:**

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<th>Example Job Titles at Level B:</th>
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<tbody>
<tr>
<td>• Assistant Director</td>
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<tr>
<td>• Director of Adult Social Services</td>
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<td>• Programme Director Tottenham</td>
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<tr>
<th>Indicative Performance Measures:</th>
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<tr>
<td>• Specific measures from the Medium Term Financial Plan.</td>
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<tr>
<td>• Achievement of Council’s Corporate Priorities.</td>
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<tr>
<td>• Achievement of the outcomes within the Council’s Corporate Priorities and Workforce Plan within their service.</td>
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<td>• Participate in external assessments e.g. Ofsted, Peer Review.</td>
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**Indicative Dimensions:**

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<tr>
<th>Leadership Qualities:</th>
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<td>• Achieving Ambitious Outcomes – Makes sure that all activities contribute towards the organisation’s vision and goals. Typically looks two to three years ahead.</td>
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<td>• Service Excellence – Continually strives for a better future. Measures success and takes action to achieve and maintain excellence.</td>
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<td>• 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.</td>
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<td>• Visible Leadership – Is a corporate leader, showing teams the strategic direction. Understands individuals, what motivates them and how to get the best from people.</td>
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<td>• 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.</td>
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<td>• 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.</td>
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**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.
Job Specific Profile

Job Title and Service Area:
Assistant Director for Customer Services
Chief Operating Services

Role Purpose:
To lead in the development, coordination, implementation and delivery of the Council’s strategy for services to Haringey residents. The post holder will ensure services provided are delivered on an integrated basis and partnering arrangements with external providers improve the quality of services and provide value for money. The role will be accountable for the development and application of a unified customer services strategy.

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

1. To establish, lead, develop and co-ordinate the implementation of an integrated strategy for customer services.
2. Ensure that customer service strategy and service delivery is continually verified against customer feedback on service provision, requirements and gaps.
3. To set the customer services standard for the Council, its partners and its contractors.
4. Manage and develop the channels made available to residents for easy access to all Council services.
5. To translate strategic customer service commitments into an operational plan for each service area to execute.
6. To lead on the Customer Service Improvement Programme through reviews of complaints, complements and feedback from residents.
7. To lead the Council’s development and implementation of electronic channels of service access including working with other senior managers to steer customers to the most efficient channel.
8. To produce an area specific service plan that will underpin, and that is in support of, the achievement of the corporate plan.

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

- University degree and/or equivalent working experience.
- Project Management Qualification.
- Understand how to put together a comprehensive service strategy.
- Experience driving through programmes of cultural change.
- Managing large teams of people (cascading responsibilities).
- Managing large and/or multiple budgets.
- Successful process re-design to improve customer experience.

Dimensions:

**Functional Areas**

- Customer Services (Digital Contacts, Integrated Service Centres)
- Libraries (Integrated and Community Libraries)
- Business Change (Training, Support, Performance and Improvement)
- Transformation of Functional areas above

Organisational Structure (attach as an appendix)