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 a 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.

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.

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.
# Job Specific Profile

## Job Title and Service Area:

**Assistant Director for Quality Assurance, Early Help and Prevention**  
**Children’s Services**

## Role Purpose:

The purpose of this role is to develop and implement an effective early help, intervention and prevention strategy to secure better outcomes for children and young people and more resilient families. To work collaboratively across Children’s and wider Council services, and with partners, to secure a ‘joined up’, early help and intervention and family focused approach across service areas. To lead and manage the strategic and operational arrangements for specific services, as part of this new framework, which enables the Council to discharge its statutory duties effectively and efficiently. To lead, on behalf of the Council, on a range of partnership issues.

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

1. Develop and implement the new Early Help, intervention and prevention strategy, as a key element of the Council’s transformation programme for Children’s Services, to deliver improved outcomes for children, young people and their families. Take overall strategic responsibility for this strategy, and work in collaboration with the Council’s Strategic Partner and Children’s Directorate, to refocus services and secure an integrated, family-focused, early help and intervention approach.

2. Lead partnership developments and secure wider engagement for the Council’s early help and intervention strategy and local framework of service provision.

3. Lead the Council’s approach to whole-family support, providing leadership to the Families First programme. By working with Council Services and partners, expand the existing strategy into a broader, family focused offer, including commissioned arrangements.

4. Ensure that there is effective early years statutory provision across the borough, which delivers sufficient places, of high quality which are accessed by all sectors of the local population. Ensure that all early years provision is, or is on a pathway to becoming, good or outstanding.

5. Lead and develop the Council’s youth services, targeted youth support provision and the Youth Offending Service.

6. Ensure that the Haringey’s Safeguarding Children’s Board receives high quality business support which enables the efficient delivery of statutory functions and ensures that safeguarding is at the heart of partnership working across the Borough.

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

- Educated to degree level.
- Recognised professional qualification in social work, teaching or youth services.
- Significant knowledge and understanding of early help and prevention services for vulnerable children underpinned by an in depth knowledge of statutory procedures and regulatory requirements.
- A recent proven track record of demonstrably improving outcomes for children.
- Interacts with others in a sensitive and effective way, demonstrating a high degree of emotional intelligence. Respects and works well with a range of people to maintain the reputation of the council.
- Analyses issues quickly, making systematic and rational judgements based on the information available. Demonstrates a readiness to make decisions, taking the initiative and spurring others into action.

## Dimensions:

### Functional Areas

- Childrens Centres
- Early Help and Prevention
- Safeguarding QA & Practice Development
- Youth Service
- Youth Offending Service

## Organisational Structure (attach as an appendix)