Chief Executive Job Description and Person Specification

Job Description

JOB TITLE: Chief Executive

Key Purpose of Role

The Chief Executive is Head of the Council's paid service. He or she is the main link between Council Members and Officers promoting positive and open communications between members and officers and ensuring strategic priorities are implemented in an appropriate and accountable manner. They will also be the principal adviser on matters of general policy, giving advice at Council and Committee meetings.

The Chief Executive will be outward looking and a strong ambassador for the Council. The council's regeneration ambitions for the borough will demand an individual with presence and gravitas, a commercial mind and a persuasive public representative.

The Chief Executive represents and negotiates on behalf of the council with external bodies and leads the development of effective and productive relationships, setting the right balance between the Council's own objectives and shared goals with other like-minded organisations.

As Head of the Paid Service the Chief Executive exercises performance management of the Directors ensuring that they have work programmes and targets and that appropriate appraisal systems are in place.

The Chief Executive focuses upon forward planning, overall organisational performance and promoting the cultural change necessary to achieve all round service excellence.

To work with other Directors in developing policies which reflect the aspirations of the Council and ensuring that corporate strategies are developed which support these policies, whilst providing the proper level of service to Members of all parties

To lead the Council's Corporate Board recognising that this role incorporates ownership, commitment and leadership responsibilities for delivery of Council’s priorities and goals.
Key Corporate Accountabilities

- To lead the Council’s Corporate Board, adopting a one organisation approach, demonstrating commitment to delivering corporate plans as well as being an effective team player.

- Act as policy advisor to the Leader and Cabinet Members and provide effective and appropriate advice in support of the Council’s decision making process.

- To lead on and take responsibility for specific corporate themes and programmes as determined from time to time, and to head and co-ordinate Council-wide initiatives or projects as necessary.

- To promote the role of the Council locally, regionally and nationally as appropriate.

- To develop and maintain effective arrangements which foster and strengthen relationships with the Council’s strategic partners.

- Taking strategic management leadership and direction of council services to ensure their effective integration and delivering improved service outcomes with innovation, drive and enthusiasm.

- To be accountable for performance management and review.

Specific Responsibilities

- To manage the interfaces within the Authority, both between Members and Management and between departments. To be the Council’s principal adviser on matters of general policy and to ensure that the correct advice is available at Council and Committee meetings.

- To think and plan ahead so that Council policy is informed helped and clarified, giving such policies a clear strategic direction that reflects the Council’s core values and is supported by realistic action plans.

- To act as Returning Officer of the Council for various electoral matters.

- To provide professional leadership for the council, ensuring that sufficient financial, human and other resources are available to discharge the authority’s statutory functions. To provide a clear leadership focus within and amongst partners on developing improved outcomes for the borough of Haringey.

- Resource Management - To have overall responsibility for the directorate budget ensuring that it is effectively controlled within the cash limits available. To ensure that all services delivered or procured represent effective value for money.

- Performance and Quality - To ensure the efficiency, effectiveness, availability and customer focus of services, including putting in place arrangements to effectively supervise and monitor services provided under contract. To drive the consistent implementation of high quality standards, ensuring benchmarks for service development and customer service have been established and progress against
these are effectively monitored.

- **Managing Cultural Change** - To achieve synergy by ensuring there is effective integration of related services within directorates and across the Council and ensuring the contribution of private providers, and the voluntary and community sectors are effectively and appropriately harnessed. To ensure that services provided or procured are capable of meeting the borough’s needs.

- **Promoting effective communication and partnership working** – To ensure that information about services available in Haringey is effectively communicated, and that service users and the wider community are involved in planning, designing and provision of services. To initiate and develop links and partnerships with other local authorities, Central Government, local businesses, public and voluntary sector organisations in order to achieve the Council’s objectives. To promote the Council's interests and reputation on behalf of Members. To put in place clear and effective arrangements to support joint planning, monitoring and delivery of services between different service providers and other partner organisations in the wider community.

- **Working with elected members** - To develop and sustain positive partnerships with elected Members to ensure service priorities are effectively implemented and that Members are able to undertake their strategic monitoring role.

- **Management** - To participate in the appointment, development, and management, of Directors and Assistant Chief Executives as appropriate and defined within council rules.

**General**

- To lead the corporate management of the Council and to ensure that the corporate perspective is clearly communicated and understood throughout the organisation.

- To ensure that all corporate policies and standards of performance are implemented throughout the organisation.

- Through the Directors and managers, to ensure all employees are managed, appraised, developed and motivated within the Council’s employment policies and practices.

- To ensure effective systems of communication so that all employees understand the Council’s aims and objectives and are able to contribute effectively to their achievement.

- To review continually and develop the internal management of all Departments fostering effective working relationships between services and teams to ensure the highest quality of service.

- To attend committee meetings in order to ensure that service-specific matters are considered within the corporate framework.
• Be aware of and comply with current Health and Safety Regulations and the Council’s Health & Safety policy as it relates to the duties and responsibilities of the post.

• To ensure that the work of all Directorates meet equality of opportunity, customer care and environmental requirements within the statutory framework and which reflect the Council’s vision and core values. To ensure that the Council’s policies and strategies relating to equality of opportunity, customer care and the environment are adhered to in all areas of the Council’s work.

• To undertake any additional duties commensurate with the post of Chief Executive.
Person Specification

JOB TITLE: Chief Executive

Skills, Knowledge & Abilities

Leadership

- An outstanding and innovative manager who has demonstrated the ability to lead and enthuse a large, complex public sector service organisation at all levels, whilst being prepared to take tough decisions when necessary. Develop and sustain partnerships with external organisations including voluntary organisations and users of the services.

Leadership Style

- Able to build effective teams and relationships which are not dependent on hierarchy and line management. Able to lead by example.

Corporate Management

- Able to act and think strategically, to work corporately and to manage inappropriate contra interests. Able to evaluate competing budgetary and service priorities and ensure that services are co-ordinated in a way which will achieve maximum effectiveness and value for money in accordance with Council priorities.

Political Sensitivity

- Able to work well with Elected Members of all parties, in particular providing sound, impartial and proactive advice on the wider political implications of alternative courses of action.

Core Values

- Commitment to the Council’s vision for and an ability to model the behaviours explicit in the Council’s core values and organisational beliefs. Able to demonstrate a customer focussed approach to management of the Council and to ensure this is consistently demonstrated across all service areas.

Innovation

- Able to think laterally and develop creative and innovative solutions. A bias for action and an ability to exploit new opportunities.

Partnership working

- Able to demonstrate a track record of developing and sustaining partnerships with a wide range of external organisations. Ability to lead partnerships.
Communication

- An exceptional all round communicator. Able to engage proactively with all of Haringey’s communities and to act as an ambassador for the Council with all stakeholders and with Central Government. Able to influence and negotiate effectively promoting a positive image of the borough.

Change Management

- Someone with a first class track record of successfully managing change and giving a strong corporate lead to ensure joined up working between services. Able to lead and manage organisational and cultural change and to use high level negotiating skills to reconcile potentially conflicting interest.

Credibility

- Personal and professional demeanour and credibility which commands the confidence of customers, Members, other chief officers, staff, external partners and other stakeholders.

Budget Management

- Able to manage the Council within budget so as to achieve the targets set by Members. Able to resolve complex and conflicting budgetary demands.

Strategic Vision & Performance Management

- A person who combines excellent strategic vision with the proven ability to manage the performance of colleagues and to deliver improvements in service delivery and resource management.

Human Resource Management

- Able to lead and enthuse a highly motivated and professional workforce and to deal with poor performance or unprofessional conduct in a timely manner.

Local Government

- Fully up-to-date on the workings of local government, the current and future issues to be faced and the financial, legal and political context of public sector management. Understanding of the challenges posed by providing quality public services in a diverse urban area.

Managing Diversity and Equality

- A person with a thorough understanding of equalities who can demonstrate direct personal achievement and is wholly committed to equality of opportunity in consultation, involvement, employment and service delivery.
**Flexibility**

- Able to operate effectively within a generic structure, acquire new knowledge, skills and a commitment to learning.

*In order to meet these requirements the Candidate is likely to have the following:*

- Possess the necessary qualifications to carry out the functions associated with the post.
- Have some formal post graduate management training
- Have held a leading/very senior management post in Local Government or in another large public sector organisation.
- Experience of leading and managing major change programmes within a large organisation.
- Experience of leading and managing a large workforce or large number of related services.
- Experience of setting up and working in high profile partnership arrangements with partners.
- Reference should also be made to the Job Profile below which outlines the key elements that the recruitment panel will be looking for.
Chief Executive – Job Profile (July 2012)

The role

Our new Chief Executive will be outward looking and a strong ambassador for the Council. But at the same time, it’s important to remain close to operational activity to support continued performance improvement and to build on our achievements to date. Our regeneration ambitions for the borough will demand an individual with presence and gravitas, a commercial mind and a persuasive public representative. Delivering through partnership working will continue to be an integral strand of the Council’s work, so you will need to be able to forge effective and productive relationships, setting the right balance between the Council’s own objectives and shared goals with other like-minded organisations. Working closely with councillors, you’ll promote positive and open communications between members and officers and ensure strategic priorities are implemented in an appropriate and accountable manner. And leadership skills will continue to be paramount as colleagues throughout the organisation look to you for direction and support, while establishing high performance standards.

Key themes

RESOURCES: Nobody who understands the public sector expects the financial position over the next few years to be anything but tough. As Chief Executive you will need to ensure that our resources are used wisely and effectively; that efficiencies are made without detriment to services and that where additional funding is available Haringey is well positioned to access it.

PARTNERSHIP: Working differently and more efficiently will mean both reviewing internal systems, processes and priorities and looking at ways to work better with public and private sector partners. But our vision for partnership working is not just about being more efficient or more financially prudent. We are also looking for the leadership to get the best services for our community by pooling resources and expertise or a locally co-created model (depending on circumstances and political priorities).

ORGANISATIONAL LEADERSHIP: Whether the council is working with others or independently, engaging with staff will be critical. Though the last few years have been difficult, our staff have risen to the challenges we have faced: with great leadership, they can do even more. So raising staff morale and helping them make their best contribution will be high on the new Chief Executive’s list of priorities, as will ensuring that the efforts of all staff are directed towards high level performance, meeting the targets required of us and those that we set for ourselves.

DEMOCRATIC WORKING: Identifying and defining those targets will be achieved by working effectively and collaboratively with councillors. It isn’t always easy to achieve what we and others expect of the council, but elected members look to our Chief Executive, our managers and our professional experts for advice and guidance. Clarity and transparency must be paramount, however difficult the messages are, because we can only make the best decisions if we have all the information, understand its implications and can see the alternatives. Naturally, while your priority is to deliver the ambitions of the administration, you must be able to respond positively and effectively to all councillors.
COMMUNITY FOCUS: Understanding the political landscape is only a part of the challenge. Haringey’s citizens are crucial contributors to the success of the council and the performance of the services. The borough is very diverse and the population is changing all the time. Our Chief Executive will need to recognise the challenges this diversity brings, and develop ways to engage effectively with all parts of the community, shaping services to meet their needs. Working together councillors, partners, staff and citizens can articulate a vision for Haringey and help deliver it – if we fail to work together, our potential will be diminished.

REPUTATION AND PROFILE: If we are to achieve our performance goals we know that we must look beyond the boundaries of the borough. We expect the Chief Executive and our senior managers to be part of the regional and national public sector scene – not as an exercise in self-promotion or grandstanding, but to learn from others and to help others learn from us. We have to be able to step up to the level of the best, bringing partners and peers with us too.