Deputy Chief Executive

Grade:  
SAP Position Number:

Cost Centre:  
Date:

Reports to:  
Chief Executive Officer

Job Purpose
To manage the delivery and performance of the service area through the accountability of the Directors and Assistant Directors. The post holder will provide leadership and guidance to the senior management team regarding the allocation of resources, risk management, change management and leadership behaviours.

Context
This role will provide strong leadership and management to the Assistant Directors in the service to make the Council as effective and efficient as possible. The post holder will support the Chief Executive in setting the overall strategic direction of the organisation. They will work collaboratively with the senior leadership team and with Members. They will ensure cultural change is delivered by instilling in their leadership team a sense of optimism, purpose and responsibility.

Statutory Responsibilities
Deliver the specific responsibilities of the role listed below within the context of the legal framework. Ensure delivery of strategy within needs of council and statutory requirements.

Specific Responsibilities
1. Deputise for the Chief Executive when needed.
2. Work closely with the Director’s of Children’s, Adult’s, Commissioning and Public Health Services to ensure the success of the combined commissioning function.
3. Be responsible to the Chief Executive and Members for the overall management of the Council and the implementation of change.
4. Ensure teams and resources are focused and aligned to deliver corporate transformation programmes, with a particular focus on Haringey 54,000.
5. Provide strategic direction to all subordinate Directors and Assistant Directors in order that they develop effective service plans for their areas.
6. Ensure service plans facilitate the smooth and efficient running of the Council’s day-to-day activities.
7. Oversee the allocation of resources across the Council against priority outcomes.
8. Monitor services and track progress to ensure delivery of set plans. Take immediate and well thought out remedial action to resolve serious delivery issues.

9. Instil in direct reports the imperative for accountability, responsibility and co-operation with other areas across the Council.

10. Drive significant cultural change through the organisation and key partners.

11. Advise the Chief Executive, Leader and Members on the state of delivery of the Council’s corporate plans.

12. To provide recommendations to the Chief Executive, Leader and Members on significant policy decisions.

13. To develop and maintain effective systems of consultation, community involvement and partnership working to achieve the business plan.

14. To have responsibility for the management of relationships between Members, political groups and officers by establishing a clear understanding of roles, policies and procedures.

15. Seek to maximise opportunities for the Council to be a democratic leader in order to manage the total public sector services.

Corporate Responsibilities

As the Deputy Chief Executive of the London Borough of Haringey the post holder will be expected to lead by example and 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:

- Ensure that the strategic outlook, advice and guidance given considers not only internal factors but the impact of external forces;
- Be responsible to create, foster and manage effective relationships with Members;
- Work collaboratively with across all service areas with other senior managers in order to generate efficiencies and create synergies wherever possible;
- Be totally accountable for associated budget, and agree MTFPs from Assistant Directors;
- To be a named member of the Gold Emergency Planning rota and to ensure that services the post holder is responsible for have appropriate business continuity plans and emergency response procedures;
- The post holder must ensure that Health & Safety legislation and the Council’s Health & Safety requirements are complied with and monitored within;
- Be aware of and comply with the Council’s Equal Opportunities Policy.

Functional Areas

Children’s Services
Adult Social Services
Public Health
Commissioning
Schools & Learning
Communications
Strategic Direction: Post holders will be expected to think strategically, looking forward across a typical horizon of five years they will be required to scan the external environment and anticipate the impact of external forces. Thinking involves setting policy frameworks and objectives for others to ensure integration between function and sub-functions in pursuit of collective goals.

Core Accountabilities

Financial & Resource Management
Own and delegate significant financial budgets and resources, on behalf of the Council, ensuring that they are focused towards the delivery of intended outcomes in a manner which demonstrates value for money and compliance with relevant policies and guidelines.

Business Planning & Risk Management
Lead the development of business strategies for the Council and its partners which are focused on achieving the political objectives and priorities which are focused on achieving the political objectives and priorities of Haringey and which ensure that all associated risks are identified and understood.

Expert & Advisory Accountabilities

Political Management
Provide strategic advice, guidance and challenge to Cabinet and members in the setting of political objectives and priorities and in developing appropriate strategies for achieving them.

Professional Leadership
Ensure that authoritative professional leadership is provided across broad range of disciplines which sets a clear professional direction across the Council based on national best practice.

Partnering & Commissioning Accountabilities

Customer & Market Analysis
Lead the strategic commissioning of outcomes for the citizens and communities across a broad range of services based on thorough customer and market analysis and effective service planning, design and procurement.*

Market Development
Lead the strategic development of the broad marketplace including shaping and stimulating markets to access appropriate and relevant public, private and voluntary sectors capabilities to deliver the best possible outcomes for the citizens and communities of Haringey

Delivery Accountabilities

Contract Management
Provide strategic leadership and oversight to the management of significant contracts for the Council acting as the point of escalation for issues to ensure that the highest possible levels of service quality are provided.

Performance Management
Ensure that intended outcomes for the citizens and communities of Haringey are achieved through rigorous management against strategic performance indicators.

Leadership and people management

Policy & Development
Work with cabinet to develop strategic policy direction with both delivers their priorities and ensures that the Council complies with all relevant legislation and statutory requirements within an acceptable level of risk.

Partnership Development
Lead the development of strategic relationships for the Council with a broad range of external organisations to enable the development and delivery of effective outcomes through collaborative, joined-up working.

Operational Improvement

Assurance & Regulation
Provide independent assurance that the Council’s strategic decisions are being made in accordance with governance arrangements, relevant legislation and statutory requirements, and in a manner which ensures safety and security.

Programme & Project Management
Act as the accountable sponsor for strategic programmes and projects across the Council ensuring that they are initiated and governed in an effective manner in order to achieve their intended benefits and goals.

Role Types
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Job Description – Deputy Chief Executive – October 2013
Accountabilities Framework

**Partnership Roles:** These roles identify and are responsible for the outcomes that need to be achieved to best meet the needs of the citizens and communities of Haringey. These roles are hybrids with shared accountability for outcomes but with little direct operational control. In order to achieve outcomes, these roles are required to work collaboratively with others, the most common example being commissioning staff that will monitor local partner activity in order to ensure the delivery of high quality results. At the lower levels, these roles undertake specific commissioning for discrete services. At the higher level, these roles set commissioning outcomes across a broad range of thematic services.

**Delivery Roles:** These roles are the more traditional ‘front line’ service delivery roles. Here, post holders are directly accountable for performance, often through the direct controls of significant resources or through managed contracts. At the lower levels, operational managers may oversee a department or team. At the higher levels, they may be in charge of a department, large operational area or the management of significant contracts and may be ultimately accountable for ensuring compliance with statutory obligations.

**Expert & Advisory roles:** These roles provide a broad service that set policy and provide advice to support and assure all of the Council’s day to day activities. They gather information required by other groups to make strategic decisions and translate this into corporate policy and strategic advice. They have little or no direct accountability for outcomes; however, what they are accountable for is the quality of advice they provide to business leaders. At the lower levels, these roles tend to focus on research and analysis and the interpretation and implantation of policies. At the higher level, post holders set strategy, develop policy and provide assurance across the Council more broadly.

**Work Levels**

**Strategic Direction:** Post holders will be expected to think strategically, looking forward across a typical horizon of five years they will be required to scan the external environment and anticipate the impact of external forces. Thinking involves setting policy frameworks and objectives for others to ensure integration between function and sub-functions in pursuit of collective goals.

**Strategic implementation:** Thinking is associated with the variable application of policy locally. Post holders will be required to re-shape policy to fit within the local environment, turning functional policy into reality. Thinking goes beyond the year ahead and is required to be open to external influences.

**Tactical Implementation:** Post holders will be required to translate policies into operating procedures. Thinking is essentially concerned with the year ahead, although with a clear understanding of likely longer term developments. Solutions to problems will be designed to meet set objectives in line with the existing internal or external environments.

**Operational management:** Thinking is concerned with the interpretation and tactical application of policy to support local needs, i.e., how can policies be satisfactorily applied to a particular area of the borough. In order to contribute to wider policy decisions, post holders will provide feedback on how policies impact locally.
For Recruitment Purposes - Person Specification
The post holder will be expected to demonstrate associated qualities from the Leadership Framework and the Accountabilities Framework. In addition, the successful candidate will have attained:

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<tr>
<th>Qualifications</th>
<th>Essential</th>
<th>Desirable</th>
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<tr>
<td>Educated to degree level or equivalent experience</td>
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<td>x</td>
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<td>Management qualification (e.g. MBA, MPA)</td>
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During the selection process a successful candidate will be required to evidence:

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<th>Knowledge &amp; Experience</th>
<th>Essential</th>
<th>Desirable</th>
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<td>Intricate understanding of the workings of local government or working in a political environment at a senior level</td>
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<td>Successfully demonstrate ability to put together a comprehensive service strategy</td>
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<td>Understanding and direct experience managing the delivery of social services</td>
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<td>Business acumen gained from creating a commercial environment, managing costs, delivery and priority outcomes</td>
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<td>Broad knowledge of the public sector approach to commissioning</td>
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<td>Effectively leading and motivating large teams of people (cascading responsibilities)</td>
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<td>Managing large and/or multiple budgets in a constantly changing environment</td>
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<td>Leadership experience in a similar sized public sector organisation</td>
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<td>Successful implementation of cultural change across a large organisation</td>
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<td>Recent experience in successfully leading the delivery of outcomes and transformation in a large complex organisation.</td>
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