Head of Policy and Business Management

Indicative Salary Range: £70,000 to £83,000 p/a

Reports to: Chief Executive Officer

Job Purpose

Support the Chief Executive and Leader in implementing their objectives, including through working closely with the Senior Leadership Team, communications and, transformation programmes and wider organisation.

Oversee administrative support to the Chief Executive and Senior Leadership Team

To be responsible for providing the strategic lead role in support of the development, co-ordination and implementation of corporate strategies and policy that will ensure achievement of the corporate ambitions for the Council

Context

This role is accountable for the development and implementation of integrated working between the elected and non-elected sides of the Council ensuring there is an effective political and operation interface in place. The post holder will be expected to assist in the development and delivery of both the Leader’s and the Chief Executive’s objectives.

Statutory Responsibilities

This role has no direct statutory responsibilities.

Specific Responsibilities

1. To act as a policy adviser and provide strategic support to the Chief Executive and Leader of the Council.

2. To manage the delivery of support for Cabinet members

3. Lead on forward planning for Senior Leadership Team and Cabinet working closely with the Corporate Leadership Group to achieve this

4. To lead, with the Chief Executive and the wider Corporate Leadership Group, the development of the corporate strategies and policies; setting the agenda through, forward planning, management and delivery against available, financial and people resources.

5. Lead on the political engagement and democratic governance in relation to the post holders Directorate services. Develop strong working relationships with elected
members; providing high level advice and support to them that will contribute to the Council’s performance.

6. To work closely and effectively with elected members to translate visions and priorities into achievable strategies and policies in consultation with key partners and stakeholders.

7. To provide the link role between the political administration and the executive management team to ensure the effective development of the leadership policy programme and the appropriate connectivity with the implementation of broader corporate strategic planning arrangements

8. To collaborate with the political administration to ensure the appropriate development programme is managed for the leadership teams.

9. Undertake any duties commensurate with the level of the post as required by the Chief Executive and/or in relation to the portfolio of business units / services as agreed with the post holder from time to time.

10. To assist Cabinet members where delivery is falling behind or losing focus, and where there is explicit agreement of the Leader of the Council, by supporting actions to ensure the policy agenda is delivered.

11. To take a strategic overview and monitor the implementation of the policy agenda of the Administration, as directed by the Leader of the Council and the Chief Executive and develop a long term policy agenda.

12. To maintain a high level of awareness of current and emerging political, social and economic developments at local, pan-London and national levels.

13. Ensure that the Council is properly represented in its discussions with other local authorities, regional government, central government and other partnerships and bodies.

14. To actively seek opportunities for establishing, building and maintaining successful relationships with partners, stakeholders and agencies in the public, third sector and as appropriate, the private sector in order to identify opportunities to deliver services in an innovative way that secures a real improvement to public services and delivers efficiencies.

15. To communicate the vision and values of the organisation to a broad range of stakeholders in order to champion better ways or joint working or establish the Council as a leader across may disciplines and an innovator of service delivery.

Corporate Responsibilities
As a direct report to the Chief Executive 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:
• Work collaboratively across all service areas with other senior managers in order to generate efficiencies and create synergies wherever possible;
• To contribute to delivering objectives set out in the corporate plan;
• Instil in direct reports the imperative for accountability, responsibility, collaboration and integration with other areas across the Council;
• Drive significant cultural change through the corporate infrastructure;
• Effectively manage staff (set, monitor and evaluate objectives on a yearly basis);
• Be totally accountable for associated budget, and have affordable plans in place to deliver the MTFP;
• 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
Leader and Cabinet Office
Strategy and Policy
Senior Leadership Team Office

Signed

Line Manager                      Date

Post Holder                      Date
**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.

### Core Accountabilities

**Financial & Resource Management**
Manage budgets and resources ensuring that they are deployed effectively to support the delivery of intended outcomes in a manner which demonstrates value for money and compliance with relevant policies and guidelines.

**Business Planning & Risk Management**
Develop operational plans to translate business plans into manageable operational activities across the Council its partners which will deliver the political objectives and priorities and which will ensure that all risks are actively managed.

**Leadership and people management**
Provide collective leadership and management for staff and partners ensuring high quality of performance and the achievement of the Council plans.

**Customer Experience**
Manage the delivery of inclusive and outstanding customer interactions to the citizens and communities of which achieves the right outcomes first time and resolves any resulting issues.

### Expert & Advisory Accountabilities

**Political Management**
Provide broad information in the cabinet members to enable them to monitor the delivery of their political objectives and priorities.

**Professional Leadership**
Provide professional expertise and apply appropriate best practice to support the development and implementation of operational plans and ensure on-going professional development.

**Policy & Development**
Implement policies to support the delivery of objectives and plans and comply with all relevant legislation and statutory requirements and manages a level of appropriate risk.

**Assurance & Regulation**
Provide assurance that the Council’s business and operational plans are being implemented in accordance with defined Council policies and procedures.

### Partnership Accountabilities

**Customer & Market Analysis**
Manage the analysis of the needs of the citizens and communities and the available market provision for specific services to support the commissioning and delivery of the best possible outcomes.

**Service Planning & Design**
Manage the planning and design for specific services to support the commissioning and delivery of the best possible outcomes for the citizens and communities of Haringey.

**Service Procurement & Contracting**
Manage the procurement and contracting for specific service to ensure that they deliver intended outcomes in a manner which represent value for money at an acceptable level of risk for the Council.

**Market Development**
Develop specific local markets to access appropriate and relevant public, private and voluntary sectors to deliver the best possible outcomes for the citizens and communities of Haringey.

### Partnership Development

Manage the relationships for the Council with specific external organisations to ensure the delivery of outcomes through collaborative, joined-up working.

### Delivery Accountabilities

**Contract Management**
Manage standard contracts (or parts of significant contracts) for the Council to ensure service provider compliance with contractual requirements and targets so that the highest possible levels of service are provided.

**Performance Management**
Manage the service delivery for specific services ensuring that intended outcomes are being achieved through effective management against performance indicators.

**Operational Improvement**
Identify opportunities for the continual improvement of operations for the Council, manage changes to the business process to deliver the highest possible levels of service quality and review the impact of changes.

**Programme & Project Management**
Manage programmes and projects ensuring that they deliver defined changes and improvements to budget and within the required timescales.
Role Types

**Partnership (Collaborative) 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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<tbody>
<tr>
<td>Educated to degree level, and/or equivalent work experience</td>
<td>x</td>
<td>x</td>
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<tr>
<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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<tr>
<th>Knowledge &amp; Experience</th>
<th>Essential</th>
<th>Desirable</th>
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<tr>
<td>Understanding of the inner and back office operations of local and or central government</td>
<td>x</td>
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<td>Managing people and outcomes through influence and cooperation</td>
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<td>Delivery of complex change objectives in a politically sensitive environment</td>
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<td>Experience in delivering collaboration between varied teams and programmes whilst delivering outstanding customer service</td>
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<td>Implementing cost savings programmes</td>
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