

Generic Role Profile: Strategic Leadership Level B - 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 an 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:

- Director of Adult Social Services
- Programme Director Tottenham
- Assistant Director

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.

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.

Leadership Qualities:

- **Achieving Ambitious Outcomes** – Contributes to the organisation's vision and creates goals that have a clear focus and purpose.
- **Service Excellence** – Brings something extra to the organisation so it's able to achieve the best results. Makes excellent use of resources to achieve the highest standard of results.
- **Thinks Differently** – Works with increasing complexity and ambiguous situations. Actively participates in continuous development, anticipates issues and isn't afraid to instigate changes and innovation.
- **Visible Leadership** – Makes him or herself into a definite leadership figure, recognised by the whole team. Is a clear leader, walks the talk.
- **Work in Partnership; One Council** – Demonstrates organisational sensitivity – understands structures, political sensitivities and dynamics – of their own, and external partners' organisations – which shape how things get done.
- **Open Communication** - Has presence, credibility and influence. Presents compelling and coherent arguments to convince and involve others. Is approachable and responds quickly to the needs of the audience.

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:
Director of Children and Young People's Services (CYPS)
Role Purpose:
<p>Accountable for effective policy and strategy on all matters relating to Children and Young People's Services (CYPS).</p> <p>To provide leadership and direction to ensure that the combined efforts of internal and external multi-agency delivery services are effectively co-ordinated to deliver improved educational outcomes and secure, effective social care support, safeguarding and protection services for Haringey's children and their families.</p>
Main Responsibilities (in addition to indicative accountabilities on generic profile):
<ol style="list-style-type: none"> 1. To contribute significantly to the corporate leadership of the Council in the delivery of its corporate priorities and transformation agendas; Delivering Priority One most notable. 2. To provide effective strategic leadership and professional guidance to the Council; to ensure the discharge of all relevant statutory responsibilities; to assist the Council to influence public policy. 3. To lead the Children and Young People's Service (CYPS) ensuring that appropriate strategies are developed and delivered which meet the needs of Haringey's local communities; to contribute to the Council's community leadership role. 4. To shape, anticipate, guide, enable and implement changes within the Service, whilst linking in to multi-disciplinary partnerships in response to changes to Government agendas. 5. To lead the delivery of improved outcomes for children, young people and their families within the Borough, and to lead the partnership of agencies and services to deliver improved outcomes through improved service delivery. 6. To lead, enable and ensure the development of occupational and professional standards across the Service. 7. Principle Advisor to the Lead Member for Children's Services (LMCS).
Knowledge, Qualifications, Skills and Experience (in addition to those on generic profile):
<ul style="list-style-type: none"> ▪ Extensive experience and demonstrable success in leading major organisational and cultural change, with evidence of innovative and transformational thinking. ▪ Recent and extensive experience and consistent achievement at a senior management level in an organisation of comparable scope and complexity pursuing a transformational agenda. ▪ Experience of leading, motivating and managing a portfolio of services with multi disciplinary teams to achieve significant, sustainable improvements and positive outcomes through internal and external partnerships. ▪ Recent and extensive experience with a proven track record in at least one of the following areas: education; children's safeguarding and social care; adults' safeguarding and social care. ▪ Experience of successful corporate management, leading the formulation and delivery of strategic objectives and policies through effective service planning within a large, complex organisation in a challenging environment.
Dimensions:
<p>The post-holder will have accountability for:</p> <ul style="list-style-type: none"> ▪ A total staff group of 600+ ▪ Four senior management direct reports and other 'dotted lines' (i.e. Children's Principle Social Worker) ▪ The budget for 2015/16 is set at £72.7 million (gross and excluding overheads and capital charges) <p>In addition, the post-holder will have responsibility for delivering a comprehensive transformation programme within CYPS, via the implementation of the three-year Corporate Plan, Medium Term Financial Strategy (2015-18) and Corporate Workforce Plan (2015-18).</p>
Organisational Structure (attach as an appendix)