

# 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 Borough Vision and Corporate Delivery 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:

- Corporate Director
- 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 and 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: Caring ▪ Collaborative ▪ Community-focused ▪ Courageous ▪ Creative

### 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:
<p>Job Title: <b>Corporate Director of Adults, Housing and Health</b></p> <p>Directorate: <b>Adults, Housing and Health</b></p> <p>Grade: <b>HB3</b></p> <p>Job evaluation ref: <b>CESM001</b></p> <p>Date JD Written: <b>August 2024</b></p>
Role Purpose:
<p>As a member of the Council Leadership Team (CLT) the Corporate Director will be expected to authentically uphold the council values, be a visible and proactive community and staff leader, and champion equalities, diversity and inclusion right across their work. The postholder will be part a team that takes collective responsibility for the strategic leadership of the Council.</p> <p>To provide strategic leadership to the council’s adult social care, housing and public health functions. This includes adult safeguarding and social care, mental health, learning disabilities, public health, health integration, housing demand, temporary accommodation, housing-related support, tenancy and estate management, housing repairs, and building safety.</p> <p>In fulfilling this role, the Corporate Director will set a tone and culture in line with the council’s values, and one that proactively engages all of Haringey’s diverse communities in service design, development and delivery. The Corporate Director will be the council’s lead advisor for adult social care, public health and housing, and the council’s lead officer overseeing partnerships within the local integrated care system.</p>
Main Responsibilities (in addition to indicative accountabilities on generic profile):
<ol style="list-style-type: none"> <li>1. Play a full and proactive organisational leadership role as part of the Council Leadership Team, deputising for the Chief Executive where needed</li> <li>2. Provide clear advice to the Leader of the Council, Cabinet Members and wider council in respect of the full range of issues in the Adults, Housing and Health directorate.</li> <li>3. Provide the direction for all areas within Adults, Housing and Health Directorate, ensuring innovative ideas and the experience of residents are at the forefront of all activity and that an excellent service is delivered for residents and staff</li> <li>4. Engage all Haringey communities in co-designing strategies and plans which deliver high quality, good value outcomes for residents and the borough, improving health outcomes for adults and providing safe and decent council homes.</li> <li>5. Maximise the use of council resources and assets to achieve priorities, ensuring services are delivered within agreed budgets. This includes oversight and review of all major contracted services within the directorate to achieve the best value and outcomes for residents, and ensuring robust systems and modelling is in place to understand and manage demand.</li> <li>6. Hold all services in the Directorate to account, ensuring they are effective, productive and delivering value for money in line with council values</li> <li>7. Be outward focussed, bringing ideas, best practice and innovation to the design and delivery of services in order to better meet the needs of Haringey’s diverse community.</li> </ol>

## Job Specific Profile

8. Provide strategic leadership to adult social care services, centred around a strength-based approach and promoting independence. This includes transforming services to better meet demand within budgets, while meeting statutory duties and service standards.
9. Build and maintain strong partnerships with communities, stakeholders and external organisations in order to support the council's objectives. This includes acting as the council's lead officer within the local integrated care system, developing sound relationships with the Integrated Care Board (ICB) and health partners, influencing the development of future plans, creating opportunities for improved health outcomes, and ensuring costs across the health system are apportioned fairly and efficiently.
10. Provide strategic leadership to the council's housing services. This includes oversight and driving improvements within council's landlord functions, ensuring robust compliance and building safety measures are in place, delivering major capital works to estates, and improving tenancy services to council tenants. This also includes overseeing housing allocations and improving temporary accommodation.
11. Provide strategic oversight of public health functions, driving forward health improvements through efficient and resident-focused commissioned services, supporting local health partnerships, and ensuring health protections plans and procedures are in place.
12. Discharge relevant statutory duties and responsibilities in relation to the Adults, Housing and Health directorate, ensuring legislation and statutory requirements are met and adhered to.
13. To ensure the Director of Adult Social Care (DASS) and Director of Public Health (DPH) fulfil their statutory responsibilities through robust multi-agency arrangements, including safeguarding of vulnerable adults, advising on health matters and representing the council for regulatory inspections.
14. With the Director of Housing, fulfil the council's landlord duties in relation to building safety and customer standards in line with regulations, including representing the council for regulatory inspections and reporting to Social Housing and Building Safety regulators.

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

- Authentic leader who supports distributed and inclusive leadership
- Considerable experience of leading complex services, with a track record of successful outcomes
- Experience of leading and motivating large teams of people in an organisation of similar size and complexity and delivering value for money across g large and/or multiple budgets in a constantly changing environment
- Ability and passion for engaging and involving local communities in service design, delivery and improvement.
- Understanding of best practice relating to adult social care, housing and public health – with an absolute commitment to excellence
- Comprehensive knowledge of the strategic context for the delivery of the services contained within this portfolio.
- Track record of successful service improvement within comparable services
- Knowledge of current adult social care, public health and housing statutory and regulatory requirements
- Ability to initiate, develop and implement strategies to address complex cross-cutting issues.
- Credible leader of partnerships, with the ability to advocate and champion for Haringey's communities in a range of different partnership scenarios.
- Highly developed political acumen and judgement.

### Dimensions:

Role reports to: Chief Executive  
 No. Direct reports: 4  
 Total staff headcount: c1100  
 Staff budget: c£58m  
 Other budget: c£200m

# Job Specific Profile

Organisational Structure (attach as an appendix)

## Appendix A – Adults, Housing and Health Structure Chart

