

# 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>Director of Adult Social Care</b></p> <p>Directorate: <b>Adults, Housing and Health</b></p> <p>Grade: <b>HB1</b></p> <p>Job evaluation ref: <b>CESM002</b></p> <p>Date JD Written: <b>August 2024</b></p>
Role Purpose:
<p>To lead the council's Adult Social Care department and functions in line with the principles of the Haringey Deal, collaborating with leaders across Health and Social Care services in North Central London to improve outcomes for Haringey residents.</p> <p>This role is the council's statutory Director of Adult Social Services (DASS), and primary adviser on all matters relating to adult social care, liaising with and advising senior elected members and officers accordingly.</p> <p>As a member of the council's Senior Leadership Team (SLT), the Director will be expected to actively participate in the leadership of the council, working collaboratively with colleagues to deliver organisational priorities, and establish and maintain a culture and tone within the Adult Social Care department which exemplifies the council's values.</p>
Main Responsibilities (in addition to indicative accountabilities on generic profile):
<ol style="list-style-type: none"> <li>1. To discharge duties of the statutory role of Director of Adult Social Services (DASS), including providing strategic leadership to ensure vulnerable adults are protected from abuse and harm, the co-ordination of multi-agency and partnership working, and the protection of the interests of people whose rights are restricted under the Mental Health Act 1983.</li> <li>2. To provide strong and visible leadership within the service, wider council and across partnerships to build a common vision and direction, developing and enhancing partnership working and ensuring the experience of residents is at the forefront of all activity.</li> <li>3. To provide clear advice to elected members and the wider council in respect of the full range of issues in the Adults Social Care service.</li> <li>4. To work in partnership with colleagues in the NHS and across the North Central London Integrated Care System to ensure the effective integration of health and social care services.</li> <li>5. To ensure the delivery of professional, high-quality and cost effective adult social care services, that take a strengths-based approach, meet statutory regulations and government guidance, and respond to changes in national agendas.</li> <li>6. To ensure that appropriate mechanisms and protocols are in place with all partnership services and promote effective liaison and discharge of statutory joint obligations and duties.</li> <li>7. To lead commissioning of adult social care services, collaborating with leaders across the Integrated Care system to provide high-quality and cost-effective provision.</li> </ol>

## Job Specific Profile

8. To lead market engagement and development to ensure care provision for residents are delivered in high-quality settings by a skilled and responsive workforce with the appropriate pay and conditions
9. To lead a user-centred approach to deliver assessment and care management services, which are co-produced in line with the principles of the Haringey Deal, strengths-based and cost effective.
10. To take responsibility for Adult Social Care budgets, ensuring robust systems and modelling is in place to understand and manage demand, working in collaboration and also challenging spend across partnership services, and a strong grip on the development and delivery of MTFS savings.
11. To lead the Adult Social care workforce so that it is engaged, motivated and continuously developing towards strengths-based working goals and objectives.
12. To ensure that effective systems are in place to discharge duties and functions, including:
  - Prevention/Early Help offer, information and advice to promote independence of residents
  - Leading and championing the voice of people needing social care by engagement and co-production with them, shaping, influencing and implementing policy
  - Meeting essential needs for care and support
  - Safeguarding adults needing care and support: from abuse or neglect; when doctors are considering compulsory treatment or admission to psychiatric hospital; and when people lack capacity to decide and may be restricted of their liberty
13. Deputise for the Corporate Director of Adults, Housing and Health as appropriate.

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

- Qualified social worker preferable
- Experience of interpreting vision and strategy to drive delivery through strong and effective leadership
- Strong experience of delivering high quality, value for money services
- 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.
- Substantial experience of service remodelling and transformation within adult social care and /or health.
- Experience of establishing and facilitating cross organisational working.
- Experience of working with a range of partners to deliver change and improvement
- Business and Service Planning and improvement.
- Change management and Integration.

### Dimensions:

Role reports to: Corporate Director of Adults, Housing and Health  
 No. Direct reports: 7  
 Total staff headcount: c280  
 Staff budget: c£14m  
 Other budget: c£180m

Organisational Structure (attach as an appendix)

## Appendix A – Adult Social Care Structure Chart

