



Haringey Council

Chief Operating Officer (Section 151 Officer)

Indicative Salary Range: £130,000 to £142,000 p/a

Reports to: Chief Executive Officer

Job Purpose

To lead the management of all critical support functions that support the Council's operation. manage the delivery and performance of the operations in the service area through the accountability of the Assistant Directors. The post holder will provide guidance and leadership 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 statutory responsibilities of the role listed below within the context of the legal framework. To act as the Council's Section 151 Officer under the Local Government Act 1972 and deliver statutory duties according to the specific section below.

Specific Responsibilities

Chief Operating Officer specific responsibilities

1. Ensure teams and resources are focused and aligned to deliver corporate transformation programmes.
2. Monitor services and track progress to ensure delivery of set plans. Take immediate and well thought out remedial action to resolve serious delivery issues.
3. Instil in direct reports the imperative for accountability, responsibility and co-operation with other areas across the Council.
4. Drive significant cultural change through the organisation and key partners.
5. Advise the Chief Executive, Leader and Members on the state of delivery of the Council's corporate plans.
6. To provide recommendations to the Chief Executive, Leader and Members on significant policy decisions.



7. To develop and maintain effective systems of consultation, community involvement and partnership working to achieve the business plan.
8. To have responsibility for the management of relationships between Members, political groups and officers by establishing a clear understanding of roles, policies and procedures.
9. Seek to maximise opportunities for the Council to be a democratic leader in order to manage the total public sector services.
10. The post holder must ensure that Health & Safety legislation and the Council's Health & Safety requirements are complied with and monitored within.
11. Be aware of and comply with the Council's Equal Opportunities Policy.
12. Have lead accountability for the financial and commercial performance of the council.
13. Be responsible to Members for the overall management and leadership of the council and the implementation of change.
14. Work with Members to set the council's future strategic direction.
15. Work with Members and local partners to set the key strategic outcomes for the borough.
16. Provide strategic policy advice to Members.
17. Establish and maintain strong internal and external relationships. In particular, own a close relationship with the council's assurance functions, in order to be satisfied that the council's operations, governance procedures and processes are fit for purpose.
18. Be responsible for risk and reputation management.

Section 151 specific responsibilities

19. Be accountable for the development of the Council's MTFS.
20. To be actively involved in, and able to bring influence to bear on, all material business decisions to ensure immediate and longer term implications, opportunities and risks are fully considered and are aligned with the Council's financial strategy.
21. Lead the promotion and delivery by the whole Council of good financial management so that public money is safeguarded at all times and used appropriately, economically, efficiently and effectively (Value For Money).
22. Provide strategic direction to all subordinate Assistant Directors in order that they develop effective service plans for their areas.
23. Ensure service plans facilitate the smooth and efficient running of the Council's day-to-day activities.
24. Oversee the allocation of resources across the Council against priority outcomes.
25. Lead the promotion and delivery by the whole Council of good financial management so that public money is safeguarded at all times and used appropriately, economically, efficiently and effectively.
26. Lead the short term, medium and long term business planning process – pulling together commissioning plans and the budget setting process – and will need to maintain a strong awareness of changes in the external environment.

Corporate Responsibilities

As the Chief Operating Officer 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 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;
- Be aware of and comply with the Council's Equal Opportunities Policy.

Functional Areas

Finance

Revenues, Benefits and Customer Services

Human Resources

Community Safety

Corporate Infrastructure

IT

Corporate Programme Office

Front Line Services

- Waste and recycling
- Leisure
- Highways
- Environment
- Libraries
- Housing service delivery
- Community safety

These functional areas may change as the Council changes its shape.

Signed

Line Manager

Date

Post Holder

Date

Accountabilities Framework

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.

Leadership and people management

Act as a strategic leader building strong, visible and collective leadership between cabinet, senior officers and partners which builds a culture of high performance, inspires people and supports the delivery of Council objectives.

Customer Experience

Set a strategic focus across the Council and its partners on delivering and inclusive and outstanding customer experience to all of the citizens and communities of Haringey.

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 professionals direction across the Council based on national best practice.

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.

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.

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

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.

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.

Operational Improvement

Provide strategic leadership to the continual improvement of operations for the Council ensuring that business processes are effective and efficient and enable the highest possible levels of service quality to be provided.

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

Accountabilities Framework

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:

Qualifications	Essential	Desirable
CCAB Qualified Accountant	x	
Management qualification (e.g. MBA or MPA)		x

During the selection process a successful candidate will be required to evidence:

Knowledge & Experience	Essential	Desirable
Intricate understanding of the workings of local government or working in a political environment at a senior level	x	
Successfully demonstrate ability to put together a comprehensive service strategy	x	
Knowledge of local government finance framework including SI51, other statutory requirements and codes of practice.	x	
Business acumen gained from creating a commercial environment, managing costs, delivery and priority outcomes		x
Broad knowledge of the public sector approach to commissioning	x	
Effectively leading and motivating large teams of people (cascading responsibilities)	x	
Managing large and/or multiple budgets in a constantly changing environment	x	
Leadership experience in a similar sized public sector organisation		x
Successful implementation of cultural change across a large organisation	x	
Recent experience in successfully leading the delivery of outcomes and transformation in a large complex organisation.	x	