

JOB DESCRIPTION

Job title: Head of Paid Service and Executive Director Communities & Intelligence

Grade: Spot Post: 001349

Directorate: Communities & Intelligence

The GLA is a unique form of strategic citywide government for London. It is made up of a directly elected Mayor and a separately elected Assembly. There are around 750 staff to help the Mayor and the Assembly in their duties.

Job Purpose

To be responsible for strategic direction and management of the Greater London Authority together with responsibility for the management and development of the functions allotted to the GLA's Communities & Intelligence directorate.

Acting as the Head of Paid Service, you will have responsibility for:

General Duties

- To lead an effective corporate management team of Executive Directors who focus on both strategic cross-departmental issues and operational delivery of the Directorate accountabilities. Overall accountability for the management of staff appointed under section 67(2) of the GLA Act 1999
- Promote and ensure effective ethical and corporate governance arrangements within the GLA.

Statutory Duties

- Functions of the proper officer of the Authority for the purposes of Parts I and II of the Greater London Authority Act 1999 (as amended), other than those relating to Part VA of the Local Government Act 1972 (access to information) as applied to the Assembly by Section 58 of the GLA Act 1999 (Openness) (see below).
- Functions of head of the Authority's paid service under the Greater London Authority Act 1999 as amended from time to time including to appoint such employees as he/she considers necessary for the proper discharge of the GLA's functions after consultation with the Mayor and the Assembly
- Functions of proper officer of the Authority for the purposes of Part III of the Local Government Act 1974 (local government administration) as applied to the Authority by Section 74 of the GLA Act 1999.
- Functions of the proper officer of the Authority for the purposes of Sections 225 (deposit of documents) and 228 (inspection of documents) of the Local Government Act 1972 as applied to the Authority by Section 75 of the GLA Act 1999.
- Functions of head of paid service under Part I of the Local Government and Housing Act 1989 generally, including under Section 4 (designation and reports of head of paid service) as applied to the Authority by Section 72 of the GLA Act 1999.
- Functions of the proper officer under the Local Government and Housing Act 1989 generally.
- Relevant functions under any other applicable enactment (whenever passed) of a head of paid service, proper officer, or responsible officer.

Principal Accountabilities as Executive Director of Communities and Intelligence

- Being responsible for the management and development of the functions allotted to the directorate. They are currently as listed below but subject to review: Health, Social Inclusion, Sustainability, Culture Policy, Sport, Children & Young People, Intelligence & Analysis, and Team London Volunteering.
- Acting as the GLA's corporate lead on the following cross-cutting issues:
 - Social policy and related projects
 - The provision of expert advice and research support on a wide range of London issues.
- Lead the Directorate Management Team so as to co-ordinate the delivery of corporate priorities across the directorate's teams.
- Monitor delivery of corporate priorities across the directorate and set a goal of continuous improvement for all teams and individuals.
- Effective leadership and management of the directorate. Developing the long and short-term capabilities needed to support GLA objectives, employing effective performance management (through the setting of stretching objectives) and allocating resources to meet agreed objectives on time and to budget.

As a member of the Executive Team you will have collective responsibility for:

- Providing effective leadership to all GLA teams, acting as a role model for our people and ensuring the development of a culture and core values which enable the GLA to continuously improve and innovate.
- Working closely with the Mayoral team to ensure the effective development and maintenance of corporate policy development- keeping abreast of plans across the GLA group and ensuring a comprehensive knowledge of the needs of the local community.
- Developing and implementing corporate and strategic approaches to ensure a framework for the achievement of the GLA's objectives.
- Ensuring effective corporate management of resources, (people, organisation, structures and management systems), regularly reviewing and re-prioritising these to ensure effective utilisation.
- Representing the GLA, supporting and promoting its activities and acting as a 'champion' of any corporate initiatives, often taking a lead role on these.
- Establishing and maintaining good internal and external stakeholder relations- with the Mayoral team; Assembly members; Unions; Functional bodies; Local Boroughs; London's communities.
- Realising the benefits of London's diversity by promoting and enabling equality of opportunities and promoting the diverse needs and aspirations of London's communities.

Key relationships

Accountable to: The Mayor and the London Assembly

Accountable for: Operational management of the GLA's Directorates

Person specification

- A strong background in policy development and/or research work with extensive experience of social policy development and implementation and/or high profile research work.

- An extensive track record of demonstrable success in managing change across a range of policy and/or research teams.
- Extensive experience at senior management level within a local authority, Government Department / Agency or similar high profile organisation with comparable scope, responsibilities, budget and resources.
- An ability to lead a group of teams providing robust policy advice and presenting research findings in a political environment.
- An understanding of devolved government, and experience of operating successfully within complex decision making structures, and negotiating successful outcomes.
- An inspirational leader, visionary and visible; able to lead by example. Empowering, enabling, motivating and developing others.
- A corporate player acting with integrity, professionalism, energy and drive in the best interests of the organisation and in accordance with the agreed strategic direction.
- Clear achievement in promoting equality of opportunity.

Competencies

BUILDING AND MANAGING RELATIONSHIPS

... is developing rapport and working effectively with a diverse range of people, sharing knowledge and skills to deliver shared goals.

Level 4 indicators of effective performance

Identifies and engages a diverse range of influential contacts within stakeholder and community groups, and partner organisations

Builds alliances to establish mutually beneficial working arrangements, openly sharing knowledge and insights

Actively challenges and addresses 'silo attitudes' to encourage effective relationship building inside and outside the GLA

Understands the complexities of political dynamics and uses this to manage relationships and resolve conflict effectively

Identifies clear win-win situations with external partners

STAKEHOLDER FOCUS

... is consulting with, listening to and understanding the needs of those our work impacts and using this knowledge to shape what we do and manage others' expectations.

Level 4 indicators of effective performance

Adapts objectives and the GLA's public facing position based on the context behind stakeholder needs and requests

Builds the GLA's reputation as an organisation committed to meeting the needs of Londoners

Manages partner organisations' and Londoners' expectations of the GLA by anticipating and influencing changing priorities

Instils a culture that encourages GLA staff to think about meeting Londoners' needs first

Builds the confidence of staff, partner organisations and Londoners by ensuring the GLA delivers quality work

COMMUNICATING AND INFLUENCING

... is presenting information and arguments clearly and convincingly so that others see us as credible and articulate, and engage with us.

Level 4 indicators of effective performance

Articulates self with credibility and conviction, encouraging buy-in to corporate position
Influences the thinking of other organisations, encouraging them to deliver in line with the GLA
Ensures that the organisation communicates inclusively with staff and external stakeholders
Acts as a credible and convincing spokesperson and negotiator for the GLA
Instils a corporate commitment to accessible communication

STRATEGIC THINKING

...is using an understanding of the bigger picture to uncover potential challenges and opportunities for the long term and turning these into a compelling vision for action.

Level 4 indicators of effective performance

Develops a positive and compelling vision of London's future potential, demonstrating confidence in the strategic direction of the GLA
Translates an understanding of the complex and diverse threats and issues facing London into positive action
Proactively involves partners in strategic thinking, incorporating their views into plans and working with them to align strategic priorities
Sets organisational priorities by identifying where time and investment is needed most
Generates and leads strategic initiatives that reflect the GLA's position as a regional authority

MANAGING AND DEVELOPING PERFORMANCE

... is setting high standards for oneself and others, guiding, motivating and developing them, to achieve high performance and meet the GLA's objectives and statutory obligations.

Level 4 indicators of effective performance

Creates an organisation that learns from experience
Sets clear organisational objectives, cascading challenging yet achievable deliverables to directorates
Identifies strategic level performance indicators and communicates these clearly
Leads and sets an example for desired behaviour and performance for GLA staff
Instils a culture of high performance and outstanding results where staff are encouraged to perform to their best

DECISION MAKING

... is forming sound, evidence-based judgements, making choices, assessing risks to delivery, and taking accountability for results.

Level 4 indicators of effective performance

Makes difficult decisions for the long term benefit of the organisation
Presents and instils confidence in strategic decision-making
Consults stakeholders early in critical organisation-wide decisions
Stands by the decisions and actions of the GLA
Accepts and promotes accountability for the GLA's decision making
Ensures the organisation balances effective risk management with the need for timely actions

PLANNING AND ORGANISING

... is thinking ahead, managing time, priorities and risk, and developing structured and efficient approaches to deliver work on time and to a high standard.

Level 4 indicators of effective performance

Takes accountability for monitoring delivery of the GLA's commitments

Uses quality assurance processes across the organisation as a feedback mechanism to improve performance

Takes responsibility for ensuring tools and techniques are available for the effective management of programmes

Realigns GLA objectives to respond to changing external and internal agendas

Uses feedback from all sectors as a performance measure for GLA work

PROBLEM SOLVING

... is analysing and interpreting situations from a variety of viewpoints and finding creative, workable and timely solutions.

Level 4 indicators of effective performance

Seeks multiple perspectives to understand the breadth and depth of complex issues

Produces strategies to solve organisation-wide problems, considering the practical and political concerns associated with the implementation of solutions

Enables the GLA to continuously improve and innovate in the long term

Problem solves jointly with others to stimulate innovation

Turns ambiguous or difficult situations into opportunities

RESPONSIBLE USE OF RESOURCES

... is taking personal responsibility for using and managing resources effectively, efficiently and sustainably.

Level 4 indicators of effective performance

Explores different options for funding and income generation

Sets budgets, understanding current costs and challenging teams to deliver greater efficiency

Monitors resource allocation across the organisation, ensuring the GLA works within budget and resources

Ensures the GLA procures and uses resources fairly and responsibly and with regard for environmental efficiencies

Leads initiatives to identify and deliver efficiencies across the GLA Group and through partnership working

ORGANISATIONAL AWARENESS

... is understanding and being sensitive to organisational dynamics, culture and politics across and beyond the GLA and shaping our approach accordingly.

Level 4 indicators of effective performance

Focuses on the needs of Londoners, promoting organisational awareness of how they impact GLA priorities

Anticipates and responds appropriately and professionally to political pressure, inspiring confidence and trust from politicians

Shapes senior stakeholders' perceptions of the GLA, using their influence to support the GLA agenda

Influences Londoners' perceptions of the GLA, using the Media where appropriate

Leads the organisation by setting the highest standard in upholding integrity and ethical behaviour

RESPONDING TO PRESSURE AND CHANGE

... is being flexible and adapting positively, to sustain performance when the situation changes, workload increases, tensions rise or priorities shift.

Level 4 indicators of effective performance

Demonstrates resilience in the face of challenge from staff, media and partner organisations

Promotes the GLA as a flexible organisation, responding to the changing needs of Londoners

Shows positivity in the face of external pressure, minimising negative impact

Drives a culture of continuous improvement

Sets the direction for organisational development and ensures effective communication of change initiatives

Reasonable adjustment will be made to working arrangements to accommodate a person with a disability who otherwise would be prevented from undertaking the work.