

Job Description

Job Title: Assistant Director – Programme, Policy & Services

Grade number: TBC 15 (indicative) Post number: 002406

Directorate: Housing & Land

Unit: Programme, Policy & Services

Job Purpose

Reporting to the Executive Director of Housing and Land, the Assistant Director for Programme, Policy & Services Strategic has overall responsibility for the management and development of the GLA's housing and land strategy, business plan and policies; for ensuring the comprehensive and accurate reporting of the performance of the directorate's programmes and projects; and for the commissioning of the GLA's housing, homelessness and environmental retrofit services.

Principal Accountabilities

1. Working closely with H&L's Area and Strategic Projects and Property teams, lead and co-ordinate the reporting of the GLA's housing and land programmes, projects and services, ensuring full, timely and accurate reporting against business objectives and targets
2. Provide regular reports and updates to the Executive Director, Housing & Land, the Deputy Mayor for Housing, Land & Property, the Housing Investment Group, IPB, Homes for London and other relevant bodies
3. Provide effective leadership, direction and management to the programme, policy and services teams
4. Responsible for the development, monitoring and review of the GLA's housing and land policies and liaison with all associated organisations including the wider GLA group, Boroughs, Housing Associations, developers etc.
5. Working closely with GLA Finance colleagues, responsibility for ensuring that the H&L programme, project and services budgets and financial transactions are accurately managed and reported
6. Take responsibility for ensuring that the GLA is fully appraised of new policy developments in housing and land, and actively contribute to the development of policy both internally and externally
7. Responsible for the production, monitoring and reviewing of the Mayor's London Housing Strategy and the H&L's business plan
8. Provide briefings and high level advice to senior colleagues, the Mayor and the Deputy Mayor, Housing, Land & Property, as required
9. Provide leadership, support and direction to the pan-London homelessness, mobility and environmental service teams
10. Responsible for the co-ordination of administrative and business support for the H&L directorate including the management of MQs, FOIs and other information requests
11. Work closely with, and when necessary, deputise for, the Executive Director and for the Deputy Mayor, Housing, Land & Property
12. Take an active leadership role in representing and promoting the GLA externally, and work closely with London Boroughs, developers and others

13. Play an active and influential role in the directorate's senior management team
14. Manage staff and resources allocated to the job in accordance with the Authority's policies and Code of Ethics and Standards
15. Realise the benefits of a flexible approach to work in undertaking the duties and responsibilities of this job and participating in multi-disciplinary, cross-department and cross-organisational groups and project teams

Key contacts

Accountable to: Executive Director, Housing & Land

Accountable for: Senior manager, Programme Management; Senior Manager, Strategy & Senior Manager, Services, Commissioning & retrofit

Principal Contacts: Mayor's Office; GLA Finance and other directorates; TfL and other GLA group members; London Boroughs; Development Partners; Central Government; Professional & other Stakeholder Bodies

Scope

- The post holder has responsibility for the reporting of programme and budget activity with a value of c£2bn over the period 2012-15
- The key programmes include the Mayor's Affordable Housing programmes; Land and Property projects; Green Deal (Refit and Renew)
- The Mayor's London Housing Strategy is a statutory strategy and requires regular review and updating
- Since April 2012 the Mayor has full responsibility for both London's housing strategy and all the relevant housing investment programmes, including the legacy National Affordable Housing Programme, the new Affordable Housing programme, Decent Homes and Kickstart
- The H&L portfolio includes land assets of c600ha and more than 20 strategic housing and regeneration projects
- The H&L services include Seaside and Country Homes, new pan-London mobility (Housing Moves), specialist homelessness and rough sleeping services and 'Green Deal' environmental retrofit.

Person Specification

Relevant senior level experience and leadership in housing policy, programme management and service delivery including

Extensive experience of, and effectiveness in, complex, high profile and politically sensitive working environments

Senior level expertise and evidence of contributing to the development of best practice in property/regeneration policy and practice

Behavioural 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

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

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

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.

Why is it important?

We need to have a broad view, constantly scanning the horizon to identify current and future challenges and opportunities, helping us to promote and deliver organisational priorities more effectively.

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

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

Planning and Organising

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

Why is it important?

Our work involves breaking new ground. We need to understand the challenges the GLA, the GLA Group and other partners face and respond innovatively with new ideas and ways of working together.

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

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

Reasonable adjustment

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