

## **Job Description**

**Job title:** Executive Director – Development, Enterprise and Environment

**Grade:** Spot **Post number:** 000262

**Directorate:** Development & Environment

### **Job Purpose**

To be responsible to the Head of Paid Service for the management and development of the functions allotted to the GLA's Development, Enterprise and Environment directorate and to be an active member of the corporate management team

### **Principal accountabilities**

- Responsible for the management and development of the functions allotted to the directorate. Currently:
  - Transport
  - Environment
  - Planning
  - Regeneration
  - Economic and Business Policy
- 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
- Implement the GLA's programmes and policies within the Directorate, particularly by minimising bureaucracy and maximising resource allocation at the point of delivery.
- Effective leadership and management of the directorate. Developing the long and short-term capabilities needed to support GLA objectives, employing effective performance management and allocating resources to meet agreed objectives on time and to budget.
- As a member of the Corporate Management Team you will have collective responsibility, under the overall direction of the Head of Paid Service, 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 group and ensuring a comprehensive knowledge of the needs of the local community.

- Develop and implement 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 this 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 and London 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.

## **Person specification**

### **1. Technical requirements, experience, qualifications**

- A strong background in policy development work with extensive experience of physical infrastructure and/or environment policy development and implementation.
- Extensive experience at senior manager level within a local authority, government department/agency or similar high profile organisation with comparable scope, responsibilities, budget and resources.
- Experience of providing professional advice in the areas covered by the post's responsibilities and experience of building trust and confidence with elected members (or similar office holders) within a democratic process.

### **2. 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 behaviour

- 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

## **Strategic thinking**

...is using an understanding of the bigger picture to uncover potential challenges and opportunities for the long term and turning those 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

#### **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