

## Job Description

<b>Job title:</b>	<b>Royal Docks Programme Director</b>	
<b>Grade:</b>	<b>G14</b>	<b>Post number: RD001</b>
<b>Directorate:</b>	<b>Housing &amp; Land</b>	
<b>Unit:</b>	<b>Strategic Projects and Property, joint GLA and London Borough of Newham (LBN) Royal Docks team</b>	

### Job purpose

To provide strategic oversight of the Royal Docks Enterprise Zone (EZ) and wider opportunity area and lead the new Royal Docks Team to deliver a comprehensive programme of development projects and regeneration activity. This includes a portfolio of major mixed use development projects, estate management functions, promotional activity and an infrastructure, regeneration, skills and employment, place-making and culture investment programme.

To maximise the potential of the Royal Docks Enterprise Zone, and the associated income, to deliver the Mayor of London and the LBN's housing, regeneration and economic development objectives. This will include running a high profile promotion and investment programme, including events and communications materials aimed at raising the profile of the Royal Docks regionally, nationally and internationally to attract investors, occupiers and visitors.

To have ultimate responsibility for the Royal Docks Team's performance, reporting to the GLA's Assistant Director of Strategic Projects and Property, LBN's Director of Regeneration and Planning and the EZ Programme Board.

### Principal accountabilities

1. Lead the delivery of strategic commercial and residential development projects with overall responsibility for a portfolio including 9.7m sqft of commercial space and 4,000 homes with a gross development value in excess of £5bn.
2. Lead the Royal Docks Enterprise Zone, including the preparation and implementation of an infrastructure, regeneration, skills and employment, place-making and cultural investment programme in the form of a Detailed Delivery Plan.
3. Deliver a high profile programme of promotional events and communications material that raises the profile of the Royal Docks regionally, nationally and internationally and encourages inward investment.
4. Identify, secure, manage and monitor funding to implement the investment programme, making use of the Enterprise Zone business rate income, prudential borrowing mechanisms and other external funding sources.
5. Take full responsibility for the estate and facilities management of the 264 hectare GLA owned estate including development sites, dock edge, public realm, green space, water, including the coordination of any revenue generating activities and uses, and the related license and lease arrangements.

6. Manage the governance arrangements, including the establishment and running of the Royal Docks Advisory Board, ensuring a strong relationship between GLA family, LBN, development partners and key existing stakeholders.
7. Manage the development and delivery of a pipeline of early infrastructure, regeneration, economic development and cultural projects to raise the profile of the Royal Docks in the early days of the Royal Docks Team, and to inform the priorities set within the Detailed Delivery Plan, and any other funding streams allocated to the Royal Docks.
8. Co-ordinate GLA family and LBN activities which impact the area to allow for effective cross working, particularly on projects such as the Royal Docks Opportunity Area Planning Framework (OAPF) and Development Infrastructure Framework (DIF), TfL River Crossings, ensuring the open sharing of knowledge.
9. Maintain accountability for all financial and programme decisions, including the allocation of Business rates, the coordination of capital receipts and revenue generated from the GLA estate;
10. Ensure close working with external and internal stakeholders, building networks and working with reputable establishments to promote the Royal Docks as a key business location and area for London's growth;
11. Assign clear responsibilities, tasks and ensure efficient lines of communication between all members of the Royal Docks Team and the wider GLA family and LBN.
12. Manage regular reporting to the Royal Docks Advisory Board, EZ Programme Board and LEAP, implementing and following all agreed sign off procedures.
13. Manage staff and resources in allocated to the job in accordance with the Authority's policies and Code of Ethics and Standards
14. 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.
15. Realise 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 contacts

**accountable to:** GLA Assistant Director Housing and Land & LBN Director of Regeneration and Planning

**accountable for:** Staff and resources allocated to the post:  
 14+ FT staff  
 3 direct line management reports  
 External consultants as and when necessary  
 Income generation from the existing estate and budget management.

## Person specification

### Technical requirements/experience/qualifications

1. Professionally qualified and experienced (Surveyor, Architect, Regeneration Manager, Town Planner, Housing professional or similar).
2. Demonstrable and extensive experience of managing large scale commercial and mixed use development projects from initiation to delivery.
3. A thorough understanding of property development financial analysis and 'deal' structures.
4. An excellent understanding of infrastructure planning, regeneration, skills and employment, place-making and culture.
5. Experience of delivering high impact promotional programmes that encourage inward investment.
6. A good understanding of the appropriate legal frameworks including, environmental, landlord/tenant, contract law, planning.
7. High levels of commercial awareness.
8. A track record of delivering links between property development and other regeneration and economic development outcomes.
9. Experience of working in complex political and stakeholder environments and managing public and private sector partnership boards.

### 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 and LBN.
- 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 and LBN
- Ensures that the organisation communicates inclusively with staff and external stakeholders
- Acts as a credible and convincing spokesperson and negotiator for the GLA and LBN
- 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 GLA and LBN
- 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 and LBN
- Accepts and promotes accountability for the GLA and LBNs' decision making
- Ensures the organisation balances effective risk management with the need for timely actions

### **Organisational Awareness**

...is understanding and being sensitive to organisational dynamics, culture and politics across and beyond the GLA and LBN 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 and LBN priorities
- Anticipates and responds appropriately and professionally to political pressure, inspiring confidence and trust from politicians
- Shapes senior stakeholders' perceptions of the GLA, LBN, Royal Docks using their influence to support the GLA, LBN and Royal Docks agenda
- Influences Londoners' perceptions of the GLA and LBN, using the Media where appropriate
- Leads the organisation by setting the highest standard in upholding integrity and ethical behaviour

### **Problem Solving**

...is analysing and interpreting situations from a variety of view points 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, LBN and the Royal Docks Team to continuously improve and innovate in the long term
- Problem solves jointly with others to stimulate innovation
- Turns ambiguous or difficult situations into opportunities

## **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, LBN and the Royal Docks and the Enterprise Zone.
- 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

## **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 and LBN'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 and LBN objectives to respond to changing external and internal agendas
- Uses feedback from all sectors as a performance measure for GLA and LBN work

## **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 and LBN staff
- Instils a culture of high performance and outstanding results where staff are encouraged to perform to their best

## **Working Patterns**

No unusual work patterns have been identified.

## **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