

AGENDA



Meeting: Appointments and Remuneration Committee

Date: Tuesday 15 September 2015

Time: 4.30 pm

Place: Committee Room 3, City Hall, The Queen's Walk, London, SE1 2AA

Members of the OPDC Appointments and Remuneration Committee are hereby notified and requested to attend the meeting of the Committee at 4.30 pm on Tuesday 15 September 2015 to transact the business set out below.

This meeting will be open to the public, except for where exempt information is being discussed as noted on the agenda. A guide for the press and public on attending and reporting meetings of local government bodies, including the use of film, photography, social media and other means is available at www.london.gov.uk/sites/default/files/openness-in-meetings.pdf

Members of the Committee:

Eric Sorensen (Chairman)
Cllr. Muhammed Butt
Prof. Debra Humphris

1 Welcome and Chairman's Opening Remarks

2 Apologies for Absence

3 Declarations of Interest

Members are reminded that any interests in a matter under discussion must be declared at the start of the meeting or at the commencement of the item of business.

4 Committee Membership and Terms of Reference (Pages 1 - 4)

The Committee is invited to note the report, which sets out its membership and Terms of Reference.

5 Progress Update and Emerging Structure (Pages 5 - 28)

The Committee is asked to note the report, the OPDC scheme of delegation and the appointment of a permanent Director of Planning; approve the interim senior management structure and recruitment plans and provide comment on job descriptions for the interim Directors of Strategy and Delivery and Operations.

6 Chief Executive Officer Performance Objectives (Pages 29 - 32)

The Committee is asked to provide comment on and agree the proposed objectives to be used as the basis of evaluation of the CEO's performance and for objective setting throughout the organisation.

7 Any Other Business

The Chair will state the reason for urgency of any item taken.

8 Date of Next Meeting

The next meeting of the Committee is due to be held on Thursday 26 November 2015 at 4.30pm, City Hall, The Queens Walk, London, SE1 2AA.

9 Exclusion of Press and Public

The Committee is recommended to agree to exclude the public and press from the meeting, in accordance with Part 1, paragraph 3 Schedule 12A of the Local Government Act 1972 (as amended), in order to consider the following items of business.

10 Progress Update and Emerging Structure - Exempt information relating to Item 5 (Pages 33 - 40)

The Committee is asked to note the progress update report that contains exempt information.

11 Chief Executive Performance Objectives - Exempt information relating to Item 6 (Pages 41 - 46)

The Committee is asked to note the report on the Chief Executive Officer's objective setting that contains exempt information.

Subject: Committee Membership and Terms of Reference

Meeting date: 15 September 2015

Report to: Appointments and Remuneration Committee

Report of: Victoria Hills, Chief Executive Officer

For noting

This report will be considered in public

1 Summary

- 1.1 This report sets out the membership and terms of reference of the Old Oak and Park Royal Development Corporation's (OPDC) Appointments and Remuneration Committee.

2 Recommendation

The Committee is invited to:

- 2.1 **Note** the report.

3 Background

- 3.1 At its meeting of 25 June 2015, the OPDC Board agreed to the Terms of Reference and membership of the Appointments and Remuneration Committee. The Terms of Reference are included as an Appendix to this report and the membership is set out below.
- Eric Sorensen, Chairman
 - Debra Humphris
 - Cllr Muhammed Butt
- 3.2 The Board also agreed that representatives from the Mayor of London and the London Borough of Brent are Observers to the Committee, and that the OPDC Chief Executive and Chief Finance Officers be in attendance.

4 Financial Implications

- 4.1 There are no direct financial implications for the OPDC arising from this report.

5 Legal Implications

- 5.1 The Localism Act, pursuant to section 198 and Schedule 21 at paragraph 6, allows a Mayoral development corporation to establish committees, and to delegate powers to them. Mayoral approval is required for the co-option of any people who are not OPDC Board Members onto a committee.
- 5.2 The procedure for committees is set out in detail in the OPDC's Standing Orders.

6 Appendices

Appendix A – Committee Terms of Reference

7 List of Background Papers

- OPDC Board Meeting 25 June 2015 – Item 8: OPDC Staff Establishment and Appointments
- OPDC Standing Orders

Report originator: Alexandra Reitman, Programme Manager, OPDC
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OPDC - Appointments and Remuneration Committee - Terms of Reference

Status:	Taking decisions within its terms of reference. Part VA of the Local Government Act 1972, which deals with access to meetings and documents, applies to this Committee.
Membership:	The Committee shall be appointed by the Board.
Chair:	The Chairman of the Committee shall be appointed by the Board. In their absence, the Member of the Committee approved by the Chairman of the Corporation shall chair the meeting.
In attendance:	GLA Observer Chief Executive Officer Chief Finance Officer Subject to the rights of the public to attend meetings, attendance of other officers, advisers or other persons shall be at the invitation of the Chair for all or part of the meeting. The Chair may authorise the Chief Executive to issue invitations generally or in specific cases.
Secretary:	To be agreed by the Proper Officer
Quorum:	Two members of the Committee or, if greater, one third of the number of members of the Committee in office

Frequency of meetings

1. The Committee will meet as determined by the Committee Chair, in light of the need for advice and decisions. Meetings of the Committee shall be convened by the secretary at the request of its Chair.

Purpose of the Committee, Terms of Reference and Delegated Authority

2. The priorities of the Committee will be as follows:
 - a. Take decisions on behalf of the Board on:
 - i. The appointment of the Chief Executive Officer, the setting of his or her objectives, and his or her removal from office;
 - ii. The approval of the staffing structure;
 - iii. The approval of any settlement on termination of employment to members of the Executive Management Team that include more than six months' salary costs, or equivalent; and
 - iv. The settlement of any claim against the Corporation involving allegations of discrimination or whistle-blowing.
 - b. Advise on the development of the organisational design (staffing structure);
 - c. Advise on senior level appointments, including job descriptions and attending interview panels for Director level appointments; and
 - d. Review and approve any future alternations to employment policy and remuneration, notwithstanding the requirement for the Mayor to approve OPDC's remuneration.

3. The Committee will report any meeting and decisions taken to the Board at the next meeting.
4. The Committee shall conduct an annual review of its own performance, constitution and terms of reference to ensure it is operating at maximum effectiveness.

Amendments

5. Any of these procedures and terms of reference may be altered or amended from time to time by resolution of the Board. Notice shall be given of the proposed alteration(s) in a paper for the meeting of the Board at which they are to be discussed.

Subject: Progress Update and Emerging Structure

Meeting date: 15 September 2015

Report to: Appointments and Remuneration Committee

Report of: Victoria Hills, Chief Executive Officer

For decision

This report will be considered in public

1 Summary

- 1.1 This report provides an update on the progress made in terms of appointments and organisational structure since the Board meeting of 25 June 2015, and seeks advice from the Committee, in line with part 2C of the Committee's terms of reference, on the job descriptions for interim Directors of Operations and Strategy.
- 1.2 A report is included on Part 2 of the agenda, which contains exempt supplemental information relating to the potential implications of the Comprehensive Spending Review 2015 outcome. The information is exempt by virtue of paragraph 3 of Schedule 12A in that it contains information relating to the financial or business affairs of the Old Oak and Park Royal Development Corporation (OPDC).

2 Recommendation

The Committee is asked to:

- 2.1 **Note** this report and the supplemental report on Part 2 of the agenda;
- 2.2 **Note** the appointment of Michael Mulhern to the permanent post of Director of Planning;
- 2.3 **Note** the updated OPDC Scheme of Delegation which reflects the delegation of decisions on staff structure, appointments and remuneration to the OPDC Appointments and Remuneration Committee, subject to Mayoral consents where required.
- 2.4 **Approve** proposals for interim senior management structure and the CEO's immediate recruitment to the interim Director posts outlined in this report.

- 2.5 **Comment** on the job descriptions for the interim Directors of Strategy and Delivery and Operations.
- 2.6 **Note** that proposals for a permanent senior structure will be presented to this Committee for discussion and approval later this year.

3 Background

- 3.1 At its meeting of 25 June 2015, the OPDC Board agreed to delegate future decisions on staff structure, appointments and remuneration to the Appointments and Remuneration Committee, subject to Mayoral consents where required, and to authorise the Board Secretary to amend the Scheme of Delegation to reflect this delegation. The Board also agreed the terms of reference for the Committee, which have been noted at this meeting under item 3.
- 3.2 The Terms of Reference for the Appointments and Remuneration Committee set out that the Committee will advise on and approve any staffing structure, advise on job descriptions for and participate in the recruitment of Director-level roles.
- 3.3 Attached at appendix B is the senior level structure agreed by the Board in July, and an interim senior structure which is proposed to be implemented from the end of September 2015, subject to agreement by this Committee. It is proposed that subject to comments from the Committee, the CEO progress recruitment immediately of two interim Directors to a one year, fixed-term appointment: an interim Director of Strategy, and an interim Director of Operations.
- 3.4 Given the urgent priority to strengthen the OPDC's strategic and operational capacity, it is intended, subject to comments, to advertise both Director roles soon after this committee meeting. It is proposed to advertise externally for a week on the OPDC and GLA website, as well as through an appropriate recruitment agency, with interviews following shortly after Members of the Committee will be invited to participate in the recruitment process. The Job Descriptions for the proposed posts are appended in Appendix C for comment.
- 3.5 Further to the senior level recruitment set out above, the recruitment and appointment of permanent staff in the planning team in line with the structure presented to the Board in June 2015 is underway, with appointments to the Head of Planning Development Management and Planning Policy imminent. Recruitment to Principal and Senior Planner posts is due to follow confirmation of the above appointments, along with posts focused on regeneration and programme.

4 Next Steps

- 4.1 Further to the above, in advance of any potential Government announcements relating to OPDC as part of the Comprehensive Spending Review 2015 in November, the Committee is asked in Part 2 of this agenda to consider the implications of potential

announcements in terms of potential organisational design, so that budget implications can be considered in advance of any Mayoral budget deadlines.

5 Financial Implications

- 5.1 The proposals, subject to the Committee's comments, will be costed once full details have been established. However, it is anticipated that these can be contained within the existing budget for 2015-16.

6 Legal Implications

- 6.1 Under the Schedule 21 paragraphs 6 and 7 the OPDC has the power to appoint committees and delegate functions to those committees. The OPDC's Scheme of Delegation sets out the responsibilities of the CEO and the OPDC committees.
- 6.2 In accordance with the OPDC's Scheme of Delegation, the Chief Executive Officer is responsible for the employment of staff (except the Chief Financial Officer) and staffing matters.
- 6.3 In accordance with the OPDC's Scheme of Delegation, the Appointments and Remuneration Committee is responsible for commenting on staffing structure and the appointment of the CEO on behalf of the Board.

7 Appendices

Appendix A – updated OPDC Scheme of Delegation
Appendix B – Senior management structure – July 2015 and September 2015
(proposed)
Appendix C – Management Structure
Appendix D – Job Descriptions for proposed interim Director posts

8 Background Documents

OPDC Board Meeting 25 June 2015 – Item 8: OPDC Staff Establishment and Appointments

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Scheme of Delegation

1. This Scheme of Delegation of the Old Oak and Park Royal Development Corporation (OPDC) has been adopted by the Board (meaning the members of the Old Oak and Park Royal Development Corporation meeting as such) and can only be altered by the Board.
2. Financial commitments may only be made pursuant to a delegation if all necessary approvals and authorisations have been obtained at appropriate stages. These are:
 - a. For projects with a value of £1,000-£10,000, a short project checklist must be completed
 - b. For projects with a value of up to £250,000, a project initiation document or business case must be completed before orders are placed
 - c. For projects above £250,000, a project initiation document and a business case must be prepared before procurement commences, with a final project approval completed after procurement has been concluded.
 - d. In addition, for projects above the relevant European procurement threshold or above £250,000 (whichever is lower), a standalone procurement strategy may be required – the legal and procurement team can advise.
3. Delegations may only be exercised in accordance with the Old Oak and Park Royal Development Corporation's Financial Regulations and Contracts & Funding Code. Budgetary controls will be maintained through the finance department. Attention is drawn to the provisions of the Financial Regulations in relation to the signature or other execution of contracts and grant agreements.
4. The table below sets out how the functions of the Old Oak and Park Royal Development Corporation are delegated to staff, or reserved to the Board, to committees, or to particular tiers of management.
5. Expenditure may only be incurred within budgets and for purposes approved by the Old Oak and Park Royal Development Corporation's Board, generally through its approval of the Corporation's budget and/or business plan.
6. The notes on OPDC approvals are provided for guidance only. They reflect:
 - The provisions of the Localism Act 2011; and

Type of decision	Delegation	Notes
General delegation	<p>The Board delegates, to any Director and equivalent, all of the functions of the OPDC (other than those functions within the delegations to the Planning Committee) that are within the scope of that officer's job description, provided that this excludes any decision:</p> <ul style="list-style-type: none"> a) on a matter that is reserved to the Board or a Committee the Chief Executive Officer, or other specified officers, under these delegations, or b) for which there is no budget provision, or c) which may be novel, contentious or repercussive. <p>and in each case subject to the recording of their decisions and all considerations relevant to those decisions in a manner consistent with the procedures approved from time to time by the Chief Executive Officer.</p>	
Urgent action	<p>Other than those functions that are delegated to the Planning Committee, the Board delegates to the each of the Chairmen or Committees, the exercise of any function of the Board or Committee of the OPDC between scheduled meetings of the relevant body where the matter to be decided is urgent and where it is not possible and / or practicable to convene an extraordinary meeting of the relevant body, provided that, prior to taking action, the Chairman consults all Members of the relevant body (and the GLA Observer) notifying them in advance of the intended action and seeking their views.</p> <p>In such circumstances and where the relevant Chairman is unavailable for any reason, the Board delegates to the Chief Executive Officer the exercise of any functions of the OPDC in relation to the urgent matter provided that, prior to taking action, the Chief Executive Officer shall email all Board Members (and the GLA Observer) notifying them of the intended action and seeking their views within a reasonable time frame.</p>	

Type of decision	Delegation	Notes
	<p>Any Chairman's or Chief Executive Officer's action using this provision must be recorded in writing along with the Members consulted and their views (if any) and reported to the next ordinary meeting of the Board.</p> <p>All staff are delegated the authority to take emergency action in case of imminent danger to life or limb, in consultation with the most senior member of staff present.</p>	
Spending, grants, asset disposals	<p>The Board reserves the approval of procurement, spend and commercial transactions (including disposals) other than as follows:</p> <ul style="list-style-type: none"> • The Chief Executive Officer can give approval up to £150,000, within approved budgets. • Any Manager can give approval up to £10,000 within their approved budgets. 	<p>Sums referred to are cumulative rather than annual (e.g. a ten-year contract paying £50,000 per annum would require full Board approval).</p> <p>Officers should note the following consents are required from the Mayor of London:</p> <ul style="list-style-type: none"> • Giving financial assistance (e.g. grants) to any person or organisation (except where such grants are for less than £150,000, and are made in line with the OPDC's policy on grants, or are less than £10,000 and the legal and finance teams are satisfied that the grant has been made in a fair, open and transparent manner), • Disposal of land for less than best consideration which can reasonably be obtained, or disposal of land that was compulsorily purchased, • Permitting a subsidiary to borrow money, raise stock, or raise finance otherwise than from the OPDC, or which is not included in that subsidiary's business plan,

Type of decision	Delegation	Notes
Contracts and other legal documents	<p>The signature or execution of all contractual documents and other documents creating legal rights and liabilities, requires one signature:</p> <p>Either the Chief Executive Officer, Chief Finance Officer, the Chairman or Deputy Chairman</p> <p>Deeds may be executed on behalf of the OPDC by application of the seal in accordance with paragraph 11 of Schedule 21 to the Localism Act 2011 (i.e. by authentication of the seal by either the Chairman or Deputy Chairman). In addition, each of the Chief Executive Officer or Chief Finance Officer is hereby authorised to authenticate the seal.</p>	Consequential amendments have been made to the Financial Regulations and Standing Orders
Applying for planning permissions	The Board delegates the decision to apply for planning permission to the Chief Executive Officer, unless the application is novel or contentious, or has financial implications that would make it subject to approval by Board or relevant Committee.	
Compulsory purchase order	Making compulsory purchase orders is reserved to the Board.	Officers should note that making compulsory purchase orders requires the Mayor of London's consent.
Budget, business and annual report	The agreement of the annual budget, the business plan, and the annual report and accounts is reserved to the Board.	The OPDC is required to consult the Mayor before the Board approves the draft budget and business plan for the purpose of their formal submission to the GLA as part of the GLA Group's annual statutory budget approval process and required to obtain the consent of the Mayor before the Board considers the business plan for approval.
Bodies corporate	<p>The following decisions are reserved to the Board:</p> <ul style="list-style-type: none"> • The formation and dissolution of bodies corporate or partnerships, • The acquisition of more than 25 per cent of the shareholding of any company, and • The appointment and removal of directors to bodies corporate or partnerships. 	Officers should note that forming or acquiring interests in bodies corporate requires the Mayor of London's consent.

Type of decision	Delegation	Notes
Appointments and governance	<p>The following decisions are reserved to the Board:</p> <ul style="list-style-type: none"> The agreement of standing orders, terms of reference for committees, schemes of delegation, and financial regulations; The appointment of Board members and external members to committees; The settlement of any claim against the Corporation involving allegations of discrimination or whistle-blowing; <p>The Board has delegated the following decisions to the Appointments and Remuneration Committee:</p> <ul style="list-style-type: none"> The appointment of the Chief Executive Officer, the setting of his or her objectives, and his or her removal from office; The approval of the staffing structure; and The approval of any settlement on termination of employment to members of the Executive Management Team that include more than six months' salary costs, or equivalent. <p>All other settlements on termination of employment that include more than pay in lieu of notice are reserved to the Chief Executive Officer.</p> <p>The Chief Executive Officer is responsible for the employment of staff (except the Chief Financial Officer) and staffing matters.</p>	<p>The following matters require the Mayor of London's consent:</p> <ul style="list-style-type: none"> Approving terms and conditions for appointing staff; Determining rates and eligibility criteria for staff remuneration, travelling and other allowances, pensions and gratuities; Appointing non-board members to a committee or sub-committee; The appointment of a Chief Executive Officer. <p>The Mayor of London has delegated to the OPDC responsibility for determining rates and eligibility criteria for Board allowances and staff remuneration, travelling and other allowances, pensions and gratuities, subject to consultation with the Mayor.</p> <p>The OPDC is required to consult the Mayor before making any significant changes to its standing orders or other rules of procedure, or its scheme of delegations</p>
Planning	<p>Authority for planning decisions is delegated as per the separate Planning Scheme of Delegations, adopted on 1 April 2015 .</p> <p>The agreement of local planning policy including community infrastructure levy charging schedules is reserved to the Board, though the Planning Committee may advise on these matters.</p>	Consequential amendments have been made to the Planning Scheme of Delegation

Notes:

Approvals must be sought and obtained prior to commitment of expenditure.

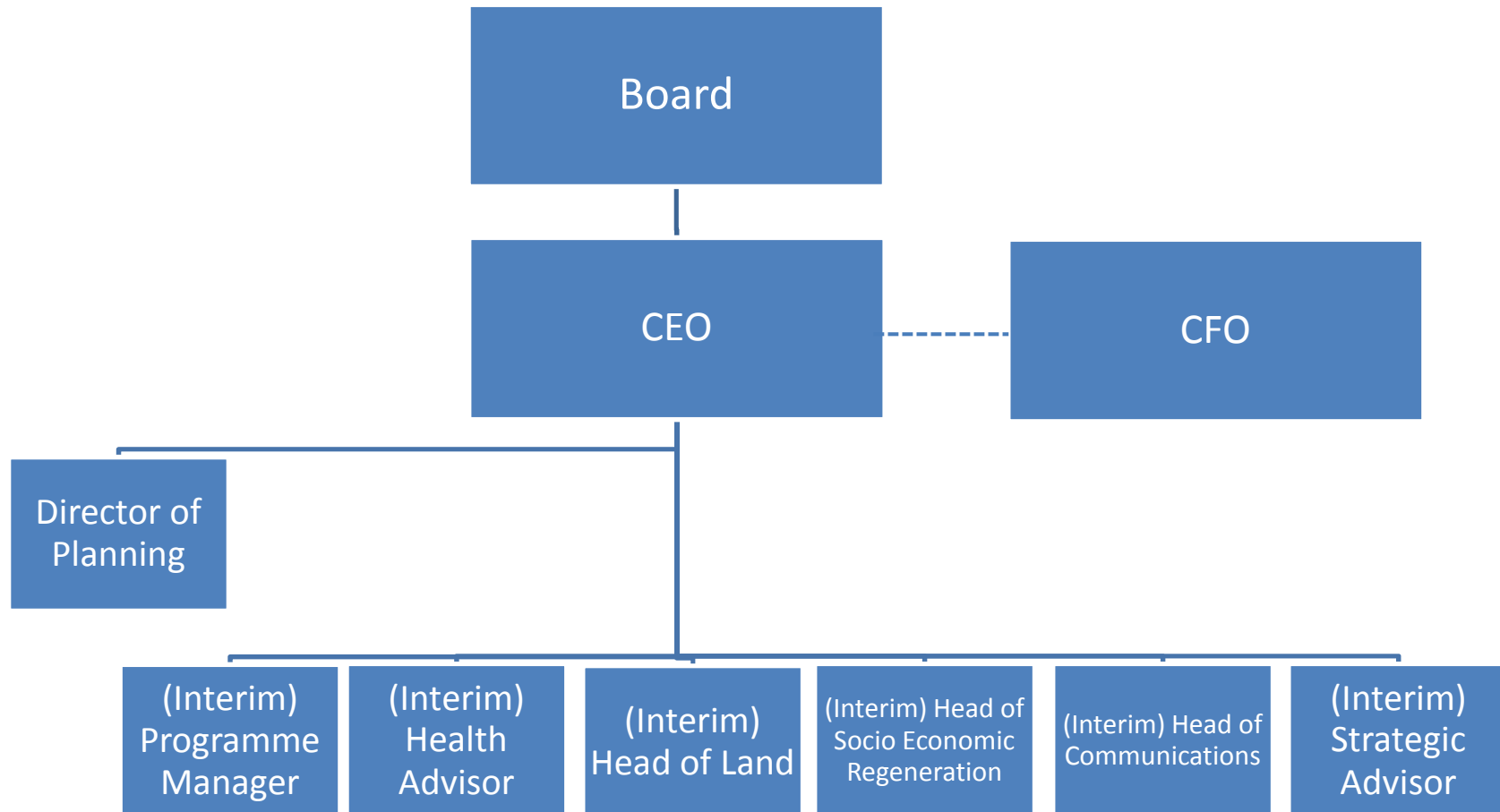
Approvals should be sought based on the gross lifetime cost (gross defined as including all OPDC accountable funding and any Irrecoverable VAT)

Agreed 1 April 2015 and amended 25 June 2015

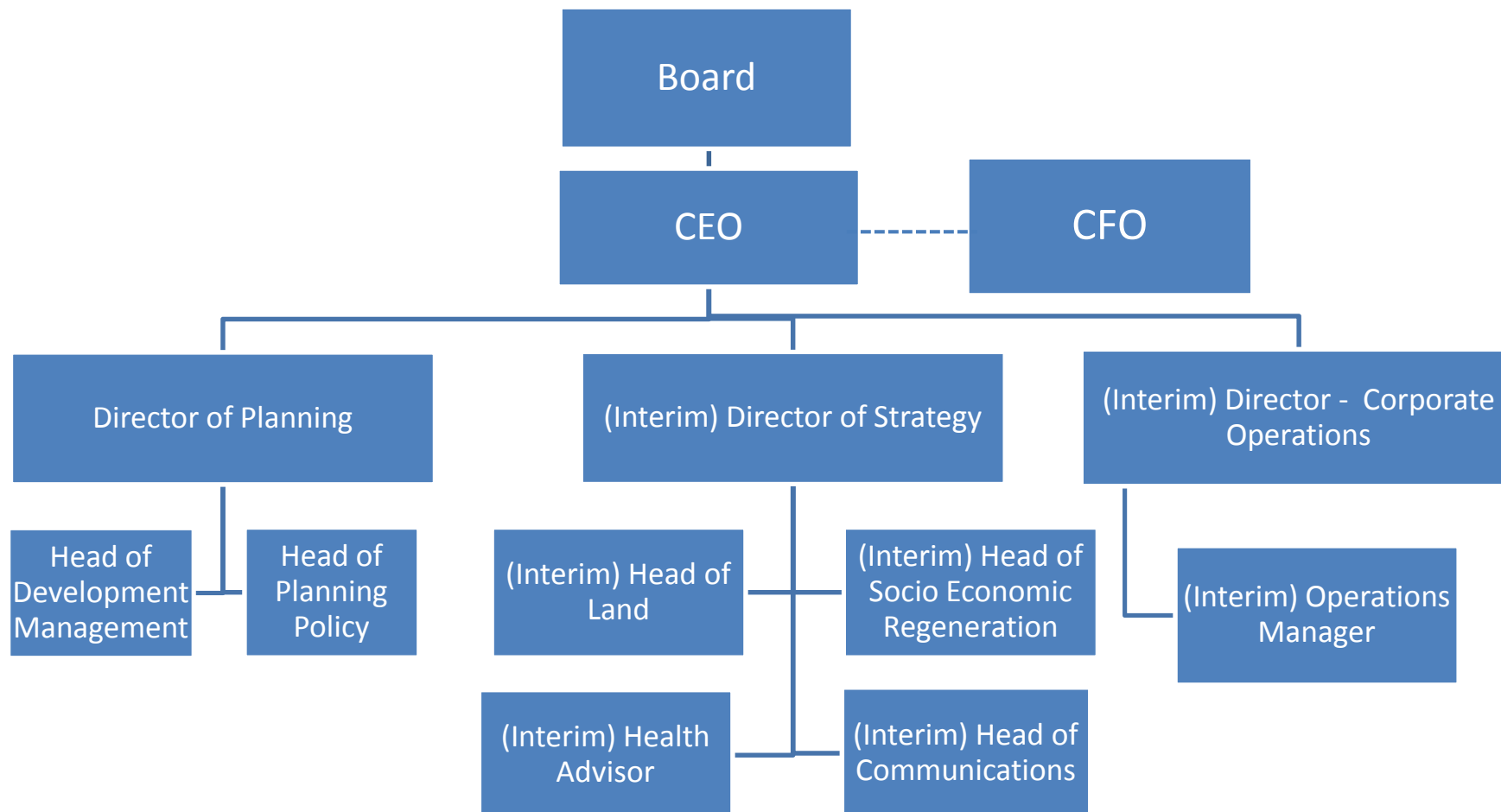
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July 2015

Appendix B



September 2015



Old Oak and Park Royal Development Corporation - Proposed new management structure from September 2015

Director of Planning (Permanent)	Director of Strategy (Interim 2015-16)	Director of Corporate Operations (Interim 2015-16)	CFO (Part Time 2015-16)
<ul style="list-style-type: none"> • Development and adoption of statutory planning frameworks, documents, and CIL • Leading delivery of development management service • Managing a team of professional town planning and policy experts 	<ul style="list-style-type: none"> ▪ Lead negotiations with central government regarding govt support to Old Oak, in particular with regards to possible land transfer, funding, and financing ▪ Development of land development strategy for Old Oak, and role for OPDC ▪ Development of infrastructure and development delivery strategy within Old Oak, and role for OPDC in delivery and co-ordination ▪ Development of regeneration strategy for Old Oak and Park Royal, including employment and skills, business support, and community and business engagement activities ▪ Development of Old Oak and Park Royal place and brand identity ▪ Development and establishment of OPDC Programme Office ▪ Development of OPDC programmes and projects ▪ Development of OPDC external funding and investment strategy for key programmes and projects ▪ Development of clear aspirations, objectives, targets for the redevelopment of Old Oak, and the preservation and enhancement of Park Royal 	<ul style="list-style-type: none"> ▪ Development, implementation and ongoing coordination of management, Board, and committee reporting systems and processes ▪ Development of annual business plan , budget and reporting ▪ Development of corporate vision, objectives, culture and values ▪ Development, implementation and oversight of corporate governance procedures ▪ Development and implementation of internal and external corporate communications, marketing, and PR strategy, systems, and processes ▪ Development and finalisation of GLA SLAs with GLA Family services including: Facilities, HR, Procurement, Legal, Marketing, Intelligence, Health and Safety, Finance, Audit, and acting as intelligent client for service provision. ▪ Development and oversight of corporate policies and procedures ▪ Development, implementation and oversight of performance management, monitoring, and reporting Framework ▪ Oversight and tracking of official correspondence and corporate decisions 	<ul style="list-style-type: none"> ▪ Chief accounting officer for OPDC ▪ Oversight/monitoring of OPDC budget, financial planning and controls ▪ Support to CEO and management team in organisational strategy, financial, and business planning
Direct Reports	Direct Reports	Direct Reports	
<ul style="list-style-type: none"> • Head of Planning Policy • Head of Planning Development Management 	<ul style="list-style-type: none"> ▪ Head of Land (Interim) ▪ Head of Regeneration (Interim) ▪ Head of Comms (Interim) ▪ Programme Manager 	<ul style="list-style-type: none"> ▪ Operations Manager (Interim) ▪ Senior Operations Officer ▪ Head of Comms (Indirect) 	

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Job Description

Job title:	Interim Director of Operations	
Salary:	Grade: 13	Post number: TBC
Directorate:	Operations	

Job purpose

To be responsible to the Chief Executive Officer to lead, manage and develop the functions allotted to the Operations Directorate and operational management of the OPDC, to support the development and operations of an exemplar organisation capable of delivering the Mayor's vision for Old Oak and Park Royal;

- To lead the development of the vision and corporate objectives for the organisation and oversee the organisation's corporate, business and financial planning
- To lead the organisation's corporate governance development and implementation, and develop reporting and performance management arrangements
- To develop and lead the oversight of a range of corporate services provided to the OPDC by a range of organisations within the wider GLA Group, including HR, Finance, Marketing, Procurement, Legal services to ensure that services respond to OPDC's needs
- Provide effective corporate leadership and support to OPDC corporately on all internal corporate services and ensure the development of a culture and core values which enable the OPDC to continuously improve and innovate.
- To work collaboratively with the senior management team to support delivery of the Mayor's vision for Old Oak and Park Royal, identifying opportunities to streamline operations, share services with others where appropriate and support fellow directors in delivery of their operations.

Key accountabilities

1. Development, implementation and oversight of a corporate governance framework and procedures for the OPDC, ensuring the OPDC operates in a transparent and accountable manner.
2. Working with the Secretariat function in the GLA, develop, implement and co-ordinate corporate management, Board, and committee reporting systems and processes.
3. Working with the Chief Executive and the senior management team, develop the corporate vision, objectives, culture and values. Ensure these are meaningful and embedded in all the processes and procedures of the OPDC.
4. Working with the Director of Strategy, develop the annual business plan, budget and reporting process. Develop an appropriate performance management framework for the organisation with clear and measurable KPIs linked to the organisational business plan.

Ensure the corporate management team has in place appropriate and proportionate mechanisms for reviewing progress against corporate objectives.

5. Oversee the preparation of a new business plan, budget, and associated information relating to a new Mayor in 2016.
6. Develop a risk register for the organisation and ensure the appropriate mechanisms for reviewing and mitigating corporate risks. Work with external auditors on the audit plan for the year
7. Working with the Communications team, oversee, develop and implement the strategy for internal and external corporate communications, marketing, and public relations
8. Oversee GLA SLAs with GLA Family services including: Facilities, HR, Procurement, Legal, Marketing, Intelligence, Health and Safety, Finance, Audit, and act as intelligent client for service provision.
9. To ensure that the OPDC has access to the resources it needs to carry out its activities and that managers are supported in identifying their needs to plan effectively for future needs.
10. Implement a strategy for the development and review of corporate policies and procedures to meet the organisational vision and values.
11. Oversee development of a system for tracking correspondence and corporate decisions
12. Work across professional boundaries and OPDC directorates to contribute to the development of strategy and the wider success of the Corporation.
13. Build and maintain excellent relationships with internal and external contacts, to represent the OPDC objectives in a positive, professional and engaging way.

Key contacts

Accountable to: Chief Executive Officer

Accountable for: Business Operations Manager, Senior Operations Officer,
 Head of Communications (indirect reporting structure)

PERSON SPECIFICATION

1. Technical Requirements

1. Extensive experience at senior manager level within a complex political environment, leading and motivating teams
2. Significant senior level experience in the establishment and set up of a new organisation including business plan development and development of the values and culture.
3. Experience in establishing corporate governance and performance management frameworks in public sector organisations.
4. Experience developing and managing services delivered at arms length by 3rd parties.
5. Excellent relationship development and management skills
6. Excellent knowledge and understanding of the range of corporate services and functions required to support an organisation in carrying out its activities

Desirable

Knowledge and experience of regeneration and development, and working in a multi-stakeholder environment

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 OPDC
- 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 OPDC's public facing position based on the context behind stakeholder needs and requests.
- Builds the OPDC's reputation as an organisation committed to meeting the needs of Londoners
- Manages partner organisations' and Londoners' expectations of the OPDC by anticipating and influencing changing priorities
- Instils a culture that encourages OPDC staff to think about meeting Londoners' needs first
- Builds the confidence of staff, partner organisations and Londoners by ensuring the OPDC 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 OPDC
- 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 OPDCs 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 OPDC'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 OPDC 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 OPDC
- Accepts and promotes accountability for the OPDC'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 OPDC'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 OPDC objectives to respond to changing external and internal agendas
- Uses feedback from all sectors as a performance measure for OPDC work

Organisational awareness

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

Level 4 indicators of effective performance

- Focuses on the needs of Londoners, promoting organisational awareness of how they impact OPDC priorities
- Anticipates and responds appropriately and professionally to political pressure, inspiring confidence and trust from politicians
- Shapes senior stakeholders' perceptions of the OPDC, using their influence to support the OPDC agenda
- Influences Londoners' perceptions of the OPDC, 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 OPDC 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

Job Description

Job title: Interim Director of Strategy

Salary: Grade: 14 **Post number:** TBC

Directorate: Strategy and Delivery

Job purpose

To be responsible to the Chief Executive Officer for the management and development of the functions allotted to the Strategy and Delivery Directorate, to support the development of an exemplar organisation capable of delivering the Mayor's vision for Old Oak and Park Royal;

- Establish and oversee a strategic programme of delivery for OPDC, in particular the development of programmes and projects relating to regeneration and land development
- Scope out the early development of a Delivery Plan for the regeneration at Old Oak and Park Royal
- Provide effective corporate leadership, act as a role model within the OPDC and ensure the development of a culture and core values which enable the OPDC to continuously improve and innovate.
- To work collaboratively with the senior management team to support delivery of the Mayor's vision for Old Oak and Park Royal, identifying opportunities for innovation and mainstreaming cross-cutting themes through the Corporations strategic outlook, supporting fellow directors in delivery of their objectives.

Key accountabilities

1. Provide strategic guidance to the CEO on the development of the OPDC as an organisation, in particular on staffing, corporate strategies, budget priorities and future business planning priorities
2. Provide strategic advice and guidance on the OPDC's negotiation with Government on its funding and financing requirements, in particular lead and oversee the detailed discussions and negotiations on behalf of the CEO.
3. Develop strong relationships with senior government officials and stakeholders, to drive forward early delivery of programmes and projects towards achieving the Mayor's vision for Old Oak and Park Royal

4. Establish a credible five-year, and beyond, work programme for the OPDC, and take forward the delivery of a comprehensive programme of deliverables that will add value to the establishment of the planning framework, being led by the Director of Planning.
5. Work closely with the CEO, Directors and Board Members as appropriate to steer forward early 'quick wins' for OPDC and the surrounding residential and business communities
6. Provide strategic guidance to the CEO on the development of a comprehensive communications and engagement programme.
7. Provide a strategic steer on the development of a land strategy for Old Oak and Park Royal.
8. Provide a strategic steer on the development of a socioeconomic strategy for Old Oak and Park Royal.
9. Lead the Communications, Regeneration and Land teams. Develop the long and short-term capabilities needed to support the OPDC objectives, motivate and develop the staff, employ effective performance management and allocate resources to meet agreed objectives on time and to budget.
10. Develop and promote strong partnerships with local residents, local businesses and voluntary and community sectors for the benefit of the local residents and to support regeneration of the area.
11. Lead professional relationships and negotiations with range of external stakeholders and potential partners. Work with public and private partners, lead engagement with other relevant bodies (such as businesses and business representative organisations, educational institutions, research organisation).
12. Work across professional boundaries and OPDC directorates to contribute to the development of strategy and the wider success of the Corporation.
13. Build and maintain excellent relationships with internal and external contacts, to represent the OPDC objectives in a positive, professional and engaging way.
14. Deputise for the CEO where necessary, and be a credible ambassador for the OPDC with all key stakeholders and the wider community.

Key contacts

Accountable to: Chief Executive Officer

Accountable for: Interim Head of Land, Interim Head of Socio-Economic Regeneration, Interim Head of Communications

PERSON SPECIFICATION

TECHNICAL REQUIREMENTS

1. Extensive experience at senior manager level within a complex political environment, leading and motivating teams
2. Experience of negotiating with government departments/agencies and securing successful outcomes
3. Significant senior level experience in the establishment and set up of a new organisation including strategy/ business plan development, development of the values and culture and corporate governance.

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 OPDC
- 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 OPDC's public facing position based on the context behind stakeholder needs and requests.
- Builds the OPDC's reputation as an organisation committed to meeting the needs of Londoners
- Manages partner organisations' and Londoners' expectations of the OPDC by anticipating and influencing changing priorities
- Instils a culture that encourages OPDC staff to think about meeting Londoners' needs first
- Builds the confidence of staff, partner organisations and Londoners by ensuring the OPDC 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 OPDC
- 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 OPDC'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 OPDC'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 OPDC 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 OPDC
- Accepts and promotes accountability for the OPDC'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 OPDC'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 OPDC objectives to respond to changing external and internal agendas
- Uses feedback from all sectors as a performance measure for OPDC work

Organisational awareness

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

Level 4 indicators of effective performance

- Focuses on the needs of Londoners, promoting organisational awareness of how they impact OPDC priorities
- Anticipates and responds appropriately and professionally to political pressure, inspiring confidence and trust from politicians
- Shapes senior stakeholders' perceptions of the OPDC, using their influence to support the OPDC agenda
- Influences Londoners' perceptions of the OPDC, 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 OPDC 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

Subject: Chief Executive Officer's Performance Objectives

Meeting date: 15 September 2015

Report to: Appointments and Remuneration Committee

Report of: Claire Deo, Human Resources Manager

For decision

This report will be considered in public

1 Summary

- 1.1 This report proposes objectives for the Chief Executive Officer (CEO) for the probation period for her appointment. These objectives reflect the objectives set out in the Business Plan, and will form the basis for performance management across the Development Corporation, through being cascaded into individual employees' objectives.
- 1.2 A report is included on Part 2 of the agenda, which contains exempt supplemental information relating to the personal details of the CEO. The information is exempt by virtue of paragraphs 1 and 3 of Schedule 12A in that it contains information relating to an individual and information relating to the financial or business affairs of the Old Oak and Park Royal Development Corporation (OPDC).

2 Recommendation

The Committee is asked to:

- 2.1 **Comment** on and **agree** the proposed objectives as set out in Appendix A and the supplemental report on Part 2 of the agenda, which will be used as the basis of evaluation of the CEO's performance at the conclusion of her probation period, and objective setting throughout the organisation.

3 Background

- 3.1 The OPDC's performance management system follows that of the GLA and involves the setting of objectives for all staff for a probation period of 6 months. Performance against set objectives forms the basis for performance assessment at the conclusion of the probation period and informs the annual objective setting process.

- 3.2 The objectives below have been drafted to reflect the organisational priorities as set out in the Business Plan, which have been used as the framework to develop the CEO's objectives:
- 1 Establishing a sound planning framework for the area;
 - 2 'De-risking' the land and coordinating an attractive investment opportunity; and
 - 3 Securing the required funds and financing to bring forward delivery of the Mayor's vision.
- 3.3 The listed objectives have formed the basis on which the Chief Executive's performance over the six months of her probation will be reviewed, and on which she will set objectives for her direct reports. The objectives will then be cascaded throughout the organisation. The Chief Executive has been given the opportunity to comment on the proposed objectives.

4 Financial Implications

- 4.1 There are no direct financial implications for the OPDC arising from this report.

5 Legal implications

- 5.1 In accordance with Schedule 21 paragraphs 6 and 7 of the Localism Act 2011, the OPDC has the power to establish committees and delegate its authority to those committees.
- 5.2 The OPDC Board has delegated its powers in relation to the appointment of the CEA and the setting of his or her objectives to the Appointments and Remuneration Committee.
- 5.3 The Committee therefore has the power to comment on the objectives as requested by this report.

6 Appendices

- Appendix A – Proposed Priorities and Objectives for the CEO – Probation period

7 List of Background Papers:

- Committee Terms of Reference

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CEO's Priorities for Probation Period – August 2011

2015/16 Business Plan priorities:

During the next two years, the top three priorities for the Corporation will be:

1. Establishing a sound planning framework for the area;
2. 'De-risking' the land and coordinating an attractive investment opportunity; and
3. Securing the required funds and financing to bring forward delivery of the Mayor's vision

CEO's overarching priorities

- **Creating a solid planning framework:** drive and oversee the development of the planning framework, in particular the OAPF and Local Plan. Ensure that all Mayoral priorities and wider aspirations, for example on environment, health, affordable housing, accessibility, infrastructure, culture, competitiveness and smart are embedded within the framework. Performance indicator: by the end of the six months, an adopted OAPF and commencement of the statutory consultation process on the Local Plan and CIL.
- **Securing investment:** address the infrastructure funding and financing gap through preparation of the Old Oak and Park Royal Growth Strategy. Develop a solid 'ask' for Government and work with HMT, DfT, DCLG, BiS and UKTI to make a convincing case for investment. Performance indicator: to oversee development of the Growth Strategy for Old Oak and Park Royal, including a Business Plan. Secure a positive announcement in the November Comprehensive Spending Review.
- **Secure influence over land:** lead officer discussions with DfT and DCLG to secure an influence over the destiny of the significant public sector land holding at Old Oak. Performance indicator: to secure influence over all or a significant part of the Government owned land at Old Oak, to secure a commitment for Government to work closely with OPDC on bringing forward development, to maximise the opportunities for regeneration around the new HS2 Crossrail stations.
- **Foster development of a fully functional Board and Organisation:** lead the organisation to develop a sense of purpose, clearly defined objectives and enthusiasm for delivering the Mayor's vision at Old Oak and Park Royal. Support the Chairman to ensure the new Board performs as a responsive, supportive and efficient entity to steer the work of the Corporation in meeting its objectives. Performance indicator: OPDC Board meetings run smoothly, Board members serve their terms, staff retention is high, as is interest in working for the organisation, objectives of OPDC are delivered.

These immediate priorities will continue to evolve over the next six months and will be kept under regular review by the Chairman.

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