

Job title: Executive Director, Corporate Resources and Business Improvement

Grade: Spot

Directorate: Corporate Resources and Business Improvement

Job Purpose

Executive Directors are an integral part of the GLA's leadership team, responsible for setting the strategic direction for the directorate and ensuring delivery and performance in line with the Mayor's priorities. They lead a significant and complex group of services and create an empowering and engaging environment in which the workforce can thrive.

The Executive Director, Corporate Resources and Business Improvement, is responsible to the Chief Officer for the leadership and performance of all the GLA's enabling functions, excluding Finance, Performance and Governance.

These functions are: the People Function; our Digital Experience Unit; Technology Group; Facilities Management; Information Governance; and the Executive Support Team. This role is also responsible for oversight of the shared services we have with other organisations in the GLA Group, principally Transport for London which include HR and IT shared services.

This Executive Director is also responsible for the planning and delivery of the GLA's approach to change and business improvement – much of which is delivered through the right collaboration between the functions in their remit, but some of which extends to close working with other teams across the GLA.

This role is responsible for the GLA's Corporate Resources and Business Improvement Directorate and for contributing proactively and collaboratively to the Corporate Management Team (CMT).

GLA directly employs a workforce of circa 1,400 staff. This role manages six direct reports.

Principal accountabilities

Overarching responsibility for business improvement across the organisation to ensure that we are able to support the Mayor and the London Assembly in delivering their ambitions for London and Londoners;

Line management:

strategic People Function including recruitment and resourcing, learning and development, workforce equality, diversity and inclusion, and employee relations;

Digital Experience Unit, including the GLA's digital, data and technology strategies, technology roadmap and change programme;

Facilities Management, ensuring that the GLA's property assets are optimised across the GLA estate, offer value for money and guarantee safe working across the property portfolio for the public;

Information Governance, ensuring our internal systems and processes around data protection are sound, our legal responsibilities are met, and the risks to our organisation are minimised;

our executive support service provided to senior leaders in the Mayoral team and the Corporate Management Team;

Ensure the shared services already in place with other organisations across the GLA Group (including legal, procurement, and HR transactional services) and those planned (including IT) provide high standards of value for money service to the organisation.

As a member of the Corporate Management Team you will have collective responsibility, under the overall direction of the Chief Officer for:

Realising the benefits of London's diversity by ensuring equality, diversity and inclusion across the directorate;

Providing effective leadership to directorate teams, acting as a role model for our people, and ensuring the development of a culture and core values which enable the GLA to deliver as required for the Mayor and the London Assembly, while continuously improving;

Operating in a political environment, while ensuring the appropriate objectivity in the development and maintenance of effective policy development;

Designing and implementing corporate and strategic approaches to ensure an effective framework for the achievement of the GLA's objectives;

Ensuring effective management of resources (people, organisation, structures and systems), regularly reviewing and re-prioritising to ensure effective utilisation;

Representing the GLA, supporting and promoting its activities and acting as a champion for corporate initiatives, often taking a lead role on these;

Establishing and maintaining good relations with internal and external stakeholders, including the Mayor and their team, Assembly Members and their teams, Unison, other GLA Group organisations, London Councils, London boroughs, central government, key partners in the public, private and third sectors.

Person specification

Knowledge and qualifications

Extensive experience as a senior leader within public services or the third sector in a high profile organisation with comparable scope, responsibilities, budget and resources

Experience of providing credible advice in the areas covered by this remit and demonstrable evidence of building trust and confidence with a variety of stakeholders.

Delivery of significant organisational change and transformation programmes including culture change, change management programmes and project management.

Behavioural Competencies

STAKEHOLDER FOCUS ... is consulting with, listening to and understanding the needs of those upon whom our work has an impact; and is using this knowledge to shape what we do and manage others' expectations. Why is it important? Stakeholders are anyone (internal or external) on whom our work has an impact. We need to manage their expectations; respond to their aspirations; and use diverse views to shape our work and deliver our vision for London.

√ 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

BUILDING AND MANAGING RELATIONSHIPS ... is developing rapport and working effectively with a diverse range of people; and sharing knowledge and skills to deliver shared goals. Why is it important? Having good working relationships with colleagues, and effective alliances with external partners, will help create an organisation people want to work with, enabling more effective delivery of the organisation's strategic priorities.

√ 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 partner

MANAGING AND DEVELOPING PERFORMANCE ... is setting high standards for oneself and others, and guiding, motivating and developing them, to achieve high performance and meet the GLA's objectives and statutory obligations. Why is it important? We want to perform at the highest standard to deliver the GLA's objectives. This means encouraging everyone to use their skills and knowledge in the most effective way, and to develop to their full potential.

- √ Creates an organisation that learns from experience and proactively drives an inclusive culture
- √ 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. Why is it important? The decisions we take have wide- and far-reaching implications; and we need to be sure they are well founded and fair, and will stand up to scrutiny.

- √ Makes difficult decisions for the long-term benefit of the organisation
- √ Presents and instils confidence in strategic decision-making
- √ Consults a diverse range of 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

This job is 'politically restricted' under the Local Government and Housing Act 1989.