### Job Description

**Job title: Programme and Business Manager**

**Grade: 10 Post number:**

**Directorate: Development, Enterprise and Environment**

**Unit: Environment**

#### Job purpose

1. Lead the Environment Team Business Support Unit that is responsible for monitoring progress of the London Environment Strategy. This includes the line management of a team of 3 with the responsibility for administrative and project related support to the wider team.
2. Lead on developing and implementing processes, reports and procedures that provide clear and robust strategic risk management and monitoring of the Mayor’s environment targets and objectives in adherence to internal governance requirements and funding conditions for externally funded programmes.
3. Provide senior level strategic management of budgets related to programmes within the Environment team and lead on financial matters in relation to local, internal and external reporting.

#### Principal accountabilities

1. Lead the Environment Team Business Support Unit and provide a link between the Unit and the Assistant Director of Environment, ensuring effective communication of objectives and work programmes.
2. Through effective leadership manage and motivate the environment teams ensuring work programmes are established, monitored and delivered in accordance with the Mayor’s objectives and priorities and within allocated budgets. Ensure effective performance management arrangements and reporting are in place to achieve these objectives.
3. Lead on monitoring progress against the London Environment Strategy and Implementation Plan including periodic reporting to the Management Team, Deputy Mayor and Corporate teams on KPIs and performance measures set out in the London Environment Strategy implementation plan and local action plan dashboards.
4. Monitor progress on key projects and programmes of work, driving forward, where appropriate, the progress and delivery of projects, risks, issues and mitigation actions through liaising with officers and key players and where necessary, act as a trouble-shooter in resolving issues on behalf of the Principals.
5. Lead on the corporate budget setting process, managing staff and pay budgets, governing the year end management of accounts for the Environment Team in line with requirements set out the Assistant Director or Corporate teams.
6. Support the Assistant Director in managing the team’s budgets across the range of programmes and projects administered by the unit. Lead on reporting and monitoring budgets, expenditure and income including preparing reports for the management team, Deputy Mayor and Director and liaising with officers and programme policy managers to govern finance processes.
7. Analyse, summarise and advise on correspondence, submissions, briefings and speeches as necessary, on wide range of topics. Offer appropriate support to the Principals to help deliver their priorities.
8. Implement processes to ensure that corporate and local strategic messages relevant to officers in the Unit are effectively and pro-actively shared to enable effective communication across the unit and avoid duplication or overlaps across the team.
9. Establish processes to provide structure for access to key Environment team documentation including holding centrally lobbying letters, master briefings and other relevant resources, ensuring the Unit is aware of, and has access to, these tools.
10. Provide advice and technical support to the Mayor, Deputy Mayors, Mayoral Advisers, senior managers and Assembly Members on matters within the area of responsibility.
11. Prepare and present reports, briefs and recommendations on key issues and actions to the Assistant Director and Executive Directors, to facilitate executive understanding and decision making
12. Establish, develop and maintain strong relationships with senior representatives of wider corporate teams in a manner that ensures mutual confidence and trust, and builds avenues for the promotion of the London Environment Strategy.
13. As a manager, actively contribute to the corporate management of the GLA by participating in GLA-wide developments and initiatives in pursuit of GLA aims and objectives including leading on the Environment Team’s Mayoral Questions process and other corporate reporting functions such as the business planning function to ensure consistency across the Environment Team.
14. 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
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

#### Dimensions

#### Accountable to: Assistant Director - Environment

**Accountable for:** Business Support Manager, Project Support Officer, PA to AD Environment and other staff allocated to the post from time to time; manage budget in excess of £50 million.

**Principal contacts:** The Mayor, Assembly Members, senior managers of the Authority and functional bodies, central government, statutory agencies, universities and research institutes, and voluntary bodies.

**Person Specification**

**1. Technical requirements/experience/qualifications**

1. Experience of leading central support teams and collaborating across large and complex organisation

1. Highly organised with strong project/programme and budget management and reporting skills and experience, including in the use of associated software and tools.
2. A successful track record of giving high level professional advice on complex or sensitive issues at a senior level.
3. Appropriate Degree level qualification and/or appropriate professional qualifications/membership and/or demonstrable and relevant experience and skills.
4. Experience of successfully operating in a complex political 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 3 indicators of effective performance

* Actively engages partners and encourages others to build relationships that support GLA objectives
* Understands and recognises the contributions that staff at all levels make to delivering priorities
* Proactively manages partner relationships, preventing or resolving any conflict
* Adapts style to work effectively with partners, building consensus, trust and respect
* Delivers objectives by bringing together diverse stakeholders to work effectively in partnership

**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 these into a compelling vision for action.

Level 3 indicators of effective performance

* Translates GLA vision and strategy into practical and tangible plans for own team or delivery partners
* Consistently takes account of the wider implications of team’s actions for the GLA
* Encourages self and others to think about organisation’s long term potential
* Informs strategy development by identifying gaps in current delivery or evidence
* Takes account of a wide range of public and partner needs to inform team’s 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 3 indicators of effective performance

* Motivates and inspires others to perform to their best, recognising and valuing their work and encouraging them to learn and reflect
* Sets clear direction and expectations and enables others to interpret competing priorities
* Agrees and monitors challenging, achievable performance objectives in line with GLA priorities
* Manages performance issues effectively to avoid adverse impact on team morale and performance

**Decision making**

… is forming sound, evidence-based judgements, making choices, assessing risks to delivery, and taking accountability for results.

Level 3 indicators of effective performance

* Makes sound decisions quickly on behalf of the GLA when a situation requires intervention
* Takes responsibility for team decisions, providing rationale when those decisions are questioned
* Involves senior stakeholders early in decisions that impact them
* Analyses organisational risks associated with decisions, including those with long term impacts, before committing to action
* Encourages others in the team to make decisions in their own area of expertise, take appropriate risks and learn from experience

**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 3 indicators of effective performance

* Monitors allocation of resources, anticipating changing requirements that may impact work delivery
* Ensures evaluation processes are in place to measure project benefits
* Gains buy-in and commitment to project delivery from diverse stakeholders
* Implements quality measures to ensure directorate output is of a high standard
* Translates political vision into action plans and deliverables

**Organisational Awareness**

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

Level 3 indicators of effective performance

* Uses understanding of differences between the GLA and its partners to improve working relationships
* Helps others understand the GLA and the complex environment in which it operates
* Translates changing political agendas into tangible actions
* Considers the diverse needs of Londoners in formulating GLA objectives
* Helps others understand how the media and external perceptions of the GLA influence work

**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 3 indicators of effective performance

* Maintains a focus on key priorities and deliverables, staying resilient in the face of pressure
* Anticipates and adapts flexibly to changing requirements
* Uses change as an opportunity to improve ways of working, encouraging others’ buy-in
* Participates fully and encourages others to engage in change initiatives
* Keeps staff motivated and engaged during times of change, promoting the benefits

**Responsible Use of Resources**

… is taking personal responsibility for using and managing resources effectively, efficiently and sustainably.

Level 3 indicators of Effective Performance

* Allocates financial and people resources efficiently to maximise value for team and wider organisation
* Thinks in terms of maximum efficiency when planning resource allocation
* Implements good practice on efficient use of resources
* Monitors financial performance and efficiency of own team, ensuring delivery of work within budget
* Negotiates and manages contracts responsibly across a diverse supplier base

**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.