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| **Job Description** |
| **Job Title:** | Commercial Director |
| **Grade:** | Grade 14  | **Post No:** |  |
| **Directorate:** | Corporate Operations & Commercial |
| **Job Purpose** |
| To lead commercial activities underpinning the development of Old Oak and regeneration of Park Royal, and provide expert advice to Chairman and the Board with overall commercial leadership.To lead the development and implementation of the structuring, external financing and procurement of major projects in OPDC’s Future Investment Programme, to lead the structuring of major externally financed projects, and to develop and lead direct financing transactions undertaken by OPDC.To be a part of SMT, and work with colleagues in SMT, Commercial and other areas of OPDC to achieve value for money and high performance from 3rd party suppliers/contractors to OPDC by delivering consistently high quality services.  |
|  **Principal accountabilities** |
| 1. Lead on the development and delivery of a strategic programme of income generating commercial partnership activity for the OPDC in line with the Corporations business plan.

 1. Lead the successful development and implementation of commercial and financial structures, external financing and procurement of major capital projects and operating contracts.
2. Management of virtual teams, including staff (from Commercial Finance, other staff) in the wider OPDC and GLA group and external advisors.
3. Lead the development and implementation of Financing Plans for major OPDC Projects, and attracting and securing private finance.
4. Oversight of the development and implementation of strategic procurement plans for OPDC.
5. Lead on the implementation of commercial and financial restructuring of major OPDC Projects, to identify, and manage financial and commercial risks.
6. Leading across OPDC on the commercial aspects of letting and re-letting of concession public and private based contracts.
7. Lead on the funding and financing strategy and identify, develop new sources of funding and financing for the OPDC Group.
8. The provision of sound commercial and financial advice to the wider OPDC business to maximise the Value for Money that OPDC derives from its Investment Programme.
9. 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.
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| **Key contacts:**  |
| **Accountable to:** | Chief Executive Officer & Chief Operating Officer |
| **Accountable for:** | Matrix Management of consultants and advisors |
| **Principal contacts:** | Senior Management Team |
| **Technical Requirements** |
| 1. Educated to post graduate level with a relevant business degree or an equivalent property qualification.
2. Strong commercial and business acumen with the ability to propose solutions for achieving a strategic vision.
3. Excellent industry knowledge, and contacts that can be utilised to resolve issues/problems and to achieve OPDC’s strategic aims.
4. Demonstrates understanding of contractual issues and the ability to work with the legal team to achieve the desired commercial objectives, including overcoming legal hurdles.
5. Demonstrates effective negotiation skills in a commercial and financial context.
6. Experience of alternative approaches to risk mitigation and of achieving appropriate (i.e. best Value for Money) risk allocation through contractual structures.
7. Experience / understanding of public sector policy and public sector finances at national and local level.
8. An understanding of infrastructure development, funding/financing mechanisms and models.
9. Experience of large scale and/or complex infrastructure lead regeneration / development projects.
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| **Behavioural Competencies** |
| **Building & 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
* 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

**Communication & 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
* Ensures that the organisation communicates inclusively with staff and external stakeholders
* Acts as a credible and convincing spokesperson and negotiator for the GLA
* Instils a corporate commitment to accessible communication

**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 & 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 instills 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 & 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 & internal agendas
* Uses feedback from all sectors as a performance measure for GLA work

**Problem Solving**… is analysing and interpreting situations from a variety of viewpoints 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 to continuously improve and innovate in the long term
* Problem solves jointly with others to stimulate innovation
* Turns ambiguous or difficult situations into opportunities

**Research & Analysis**… is gathering intelligence (information, opinion and data) from varied sources, making sense of it, testing its validity and drawing conclusions that can lead to practical benefits.Level 4 indicators of effective performance* Exchanges ideas and knowledge with partners, subject-matter experts, and senior stakeholders to foster new research agendas and derive insights for the GLA
* Takes accountability for the quality of intelligence that research and new policy are based upon
* Encourages new and innovative insights from analysis
* Evaluates the feasibility and cost effectiveness of research proposals, stringently assessing whether the research will add real value
* Encourages research with a highly practical focus and maximum impact for Londoners

**Responsible use of resources**… is taking personal responsibility for using and managing resources effectively, efficiently and sustainably.Level 4 indicators of effective performance* Explores different options for funding and income generation
* Sets budgets, understanding current costs and challenging teams to deliver greater efficiency
* Monitors resource allocation across the organisation, ensuring the GLA works within budget and resources
* Ensures the GLA procures and uses resources fairly and responsibly and with regard for environmental efficiencies
* Leads initiatives to identify and deliver efficiencies across the GLA Group and through partnership working

**Operational 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
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