

# GREATER LONDON AUTHORITY

## Information Pack

### Executive Director Communities & Skills

Veredus Ref: 2041

October 2021



## CONTENTS

---

Welcome message	3
About the GLA	4
About the role	8
Person specification	10
Terms of Appointment	13
How to Apply	14
Recruitment Process	15
Annex A – Equality and Diversity Monitoring Form	17
Annex B – Candidate Supporting Information Form	19

## **WELCOME MESSAGE**

---

The Greater London Authority (GLA) is home to the Mayor of London and the London Assembly.

The Mayor is responsible for making London a better place for everyone who visits, lives and works in the capital. The Mayor of London is the most powerful directly-elected politician in the UK and, as such, must be held publicly accountable. The 25 elected members of the London Assembly make sure this happens by scrutinising the Mayor's policies and programmes across policing and crime, transport, housing, planning, the economy, health, the environment and other areas of interest to Londoners.

The GLA supports both the Mayor and the London Assembly in their work. It is playing an important role now, alongside partners, in defining London's future as the capital embarks on its recovery from Covid-19 – what has been described as London's biggest peacetime challenge. Work to meet all the other challenges London faces continues too, including those brought about by climate change.

The Executive Director, Communities and Skills and the teams for which this post is responsible, operates at the heart of the GLA, leading on our work to make London a fairer, more equal, integrated city as laid out in the Mayor's Strategy for Equality, Diversity & Inclusion. This work has been brought into even sharper relief by the disproportionate impacts of Covid-19 on particular communities across London. Our teams in Communities and Skills have been at the heart of our response to Covid-19 and remain at the heart of plans for London's recovery. Working alongside partners, they have been incredibly stretched, but in a position to make positive impacts on the lives of Londoners and plan for real changes that affect the capital. Many of these teams have also made important contributions to the early London-wide work to support the individuals and families recently arrived from Afghanistan.

Critical to success for this role will be your ability to forge productive and collaborative relationships, your credibility at the most senior levels, and your ability to assimilate complex policy. You will be adept at operating in politically sensitive settings and working in close collaboration with senior officials.

The Executive Director, Communities and Skills is a member of the GLA's Corporate Management Team. We strive to be an effective, visible leadership team and I would encourage proven leaders who share our values, passion for public service and aspirations to live by exemplary people policies and processes to apply for this role. It is both an outstanding professional opportunity and a chance to make a far-reaching contribution to the people of London.

Best wishes and good luck!

Mary Harpley

## ABOUT THE GLA

---

The Greater London Authority (GLA) is the regional governmental body for London. It is made up of the Mayor of London (the Mayor) and the London Assembly and was established on 3 July 2000.

The GLA is led by its Chief Officer, Mary Harpley, and its Corporate Management Team (CMT). The Executive Director, Communities and Skills is a member of the Corporate Management Team.

### The GLA

The GLA is made up of the Mayor of London and the London Assembly, and it provides vision and a voice for London. Set up as a strategic authority, it has evolved and now has more direct delivery and funding powers in areas like affordable housing and regeneration. Specific responsibilities relate to spatial development, housing, environment, economic development, culture and health.

In all cases, the Mayor is required to produce and keep under review statutory strategies. In addition, the GLA has a general power to promote economic development, social development and the improvement of the environment in London. In addition to its statutory strategic role, the GLA has direct delivery powers in housing, land and regeneration.

Beyond the requirements of the GLA Act, much of the Mayor's activity at the GLA is discretionary and relies on their status as a well-recognised figurehead for the capital. The crucial aspect of the Mayor's role is leadership; bringing together stakeholders from the public sector, business and civic society to deliver initiatives and programmes which benefit London and Londoners.

The GLA has a general power to do anything which it considers will further any one or more of these purposes.

The GLA Act gives the organisation a lead strategic role in London's:

- Economy
- Housing
- Policing
- Transport
- Planning
- Environment
- Culture and Sport
- Health improvement

The GLA has approximately 1,300 staff, working across eight directorates:

The **Communities and Skills Directorate** brings together a broad suite of activity which is focused on addressing inequality. It covers a mixture of policy, programme delivery and service delivery areas related to social policy, health, education and youth, volunteering, community sport and skills and employment.

The **Housing & Land Directorate** is organised and staffed to deliver the five priority areas set out in the

Mayor's London Housing Strategy:

- Building homes for Londoners;
- Delivering genuinely affordable homes;
- High quality homes and inclusive neighbourhoods;
- A fairer deal for private renters and leaseholders; and
- Tackling homelessness and helping rough sleepers.

The **Good Growth Directorate** supports the Mayor's vision of good growth. Units in the Directorate deliver this in two ways:

- Firstly, through policies to improve the built and wider environment. This includes programmes around: air quality; green spaces; the climate and ecological emergency; improved local places and high streets; cultural and creative opportunities; public realm; and infrastructure to support a better functioning city;
- Secondly, through interventions to support and drive London's future economy to ensure it is fairer and more inclusive. This includes programmes, policies and strategies around: London's business environment: attracting and supporting businesses; and making London the best place to work for all employees.

The **Strategy and Communications Directorate** brings together a broad suite of activity focused on strategic research, engagement with Londoners, events, response to incidents, and oversight of the London Fire Brigade. It includes the Government Relations team.

The **Resources Directorate** is responsible for a range of the corporate functions of Finance, IT and Facilities Management.

The **Chief Officer's Directorate** is responsible for Human Resources.

Officers in the **Assembly Secretariat** support the work of both individual Assembly Members and of the Assembly in the administration of the meetings of the Assembly and its Committees, in research and other activity to support the Assembly's scrutiny of the Mayor.

Officers in the **Mayor's Office** support the work of the Mayor and Deputy Mayors.

The GLA is committed to improving the diversity of its workforce in order to better represent the communities that we serve. While we have made much progress on equality, diversity and inclusion, we recognise that we have more work to do.

The GLA is currently based at City Hall, close to Tower Bridge, but will move at Christmas 2021 to its new home at The Crystal in the Royal Docks area of east London, with additional central London office space at the London Fire Brigade's HQ on Union Street, close to Southwark and Blackfriars stations.

Our Smart Working policy expects that most staff will work remotely for 2-3 days a week and that no GLA role will operate on a fully-remote basis. All staff will therefore be expected to be able to attend meetings in person at either office location as required, and senior managers in particular will need to provide regular face-to-face leadership and opportunities for collaboration to their teams. All Assembly meetings are held in person.

The GLA has a strong track record in supporting and developing its workforce, and can offer a flexible, supportive, and challenging environment in which to work.

**ABOUT THE ROLE**

---

**Job title:** Executive Director – Communities and Skills

**Grade:** Spot

**Directorate:** Communities and Skills

**Job Purpose**

Responsible to the Chief Officer for the leadership and performance of the functions allocated to the GLA's Communities & Skills directorate and for contributing proactively and collaboratively to the Corporate Management Team (CMT).

**Principal accountabilities**

1. Responsible for the leadership and performance of the functions allocated to the directorate:
  - Health
  - Young people
  - Communities & Social Policy
  - Skills & Employment
  - Community sports
  - Volunteering
2. Lead the Directorate Management Team to co-ordinate the delivery of corporate priorities across the directorate's teams.
3. Monitor delivery of corporate priorities across the directorate and set a goal of continuous improvement for all teams and individuals.
4. Implement the GLA's programmes and policies within the Directorate, particularly by minimising bureaucracy and maximising resource allocation at the point of delivery.
5. Effective leadership and management of the directorate. Developing the long and short-term capabilities needed to support GLA objectives, employing effective performance management and allocating resources to meet agreed objectives on time and to budget.
6. As a member of the Corporate Management Team, you will have collective responsibility, under the overall direction of the Chief Officer for:
  - Providing effective leadership to all GLA teams, acting as a role model for our people and ensuring the development of a culture and core values which enable the GLA to continuously improve and innovate.
  - Working closely with the Mayoral team to ensure the effective development and maintenance of corporate policy development – keeping abreast of plans across the group and ensuring a comprehensive knowledge of the needs of the local community.
  - Designing and implementing corporate and strategic approaches to ensure a framework for the achievement of the GLA's objectives.
  - Ensuring effective corporate management of resources (people, organisation, structures and management systems), regularly reviewing and re-prioritising this to ensure effective utilisation.

7. Represent the GLA, supporting and promoting its activities and acting as a 'champion' of any corporate initiatives, often taking a lead role on these.
8. Establish and maintain good internal and external stakeholder relations with the Mayoral team, Assembly Members, Unions, Functional bodies, London boroughs and London's communities
9. 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.

## **PERSON SPECIFICATION**

**It is important that, through your CV and supporting statement in your application, you give evidence and examples of proven experience of each of the following selection criteria in PART ONE as far as you are able to. Candidates progressing to the longlisted stage will also be assessed against the criteria in PART TWO.**

### **PART ONE – Experience**

1. A strong background in policy development work with extensive experience of addressing inequality and disadvantage, working closely with partners to improve people’s lives
2. Extensive experience at senior manager level within a local authority, government department/agency or similar high-profile organisation with comparable scope, responsibilities, budget and resources.
3. Experience of providing professional advice in some of the areas covered by the post’s responsibilities and experience of building trust and confidence with elected members (or similar office holders) within a democratic process.
4. A proven track-record in people leadership, developing diverse teams in challenging and changing circumstances.

### **PART TWO – Behavioural competencies**

#### **Stakeholder focus**

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.

#### **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

#### **Communicating & influencing**

Presenting information and arguments clearly and convincingly so that others see us as credible and articulate and engage with us.

#### **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

#### **Managing & developing performance**

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.

#### 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**

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

#### 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 GLA
- Accepts and promotes accountability for the GLA's decision making
- Ensures the organisation balances effective risk management with the need for timely actions

#### **Research & analysis**

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.

#### 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

#### **Problem solving**

Analysing and interpreting situations from a variety of viewpoints and finding creative, workable and timely solutions.

#### 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

#### **Organisational awareness**

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

#### 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 & change**

Being flexible and adapting positively, to sustain performance when the situation changes, workload increases, tensions rise or priorities shift.

#### 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

### **Political Restriction**

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

### **Working pattern**

N/A

### **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.

## **TERMS OF APPOINTMENT**

---

We are seeking candidates from a broad range of backgrounds. London's diversity is its biggest asset, and we strive to ensure our workforce reflects London's diversity at all levels. You will be able to demonstrate a clear commitment to, and achievement in, promoting diversity, equality, and inclusion. We welcome applications from everyone regardless of age, gender, ethnicity, sexual orientation, faith, or disability.

<b>Salary:</b>	Up to £130,000
<b>Annual Leave:</b>	30 days
<b>Pension:</b>	Career average pension scheme,
<b>Other benefits:</b>	Interest free season ticket loan, interest free bicycle loan and a childcare voucher scheme.

We are committed to being an inclusive employer and we are happy to consider flexible working arrangements.

## HOW TO APPLY

---

**GLA has appointed Veredus as an executive search firm for this appointment and they will manage the campaign.**

**GLA is committed to being a diverse and inclusive organisation and we welcome applicants from all backgrounds. We are looking for people with a range of skills, experience and knowledge.**

To apply for this post, you will need to submit the following documentation, via the Veredus website – [www.veredus.co.uk](http://www.veredus.co.uk), quoting the reference number: **2041 – Executive Director, Communities & Skills** by no later than **9am GMT Monday 8<sup>th</sup> November 2021**:

1. A **CV** setting out your career history, with key responsibilities and achievements. Please ensure you have provided reasons for any gaps.
2. A **Supporting Statement** (around two pages) outlining how you consider your personal skills, qualities and experience provide evidence of your suitability for the role.
3. A completed **Diversity Monitoring Form** (Annex A). All monitoring data will be treated in the strictest confidence, will not be provided to the selection panel and will not affect your application in any way. If you do not wish to provide a declaration on any of the particular characteristics, you will have the option to select 'prefer not to say'.

4. A completed **Candidate Supporting Information Form** (Annex B).

*Word versions of the Forms can be found on the Veredus website under 2041 Supporting Documentation for ease of completion.*

*All submissions will receive an automated response. If you do not receive confirmation of receipt when submitting your application, please contact us on 020 7932 4236.*

At Veredus, we take care to protect the privacy of our candidates and clients. To read more about how we collect, store and share your data please read our privacy notice which can be accessed here:

<https://www.veredus.co.uk/privacy-and-cookies>

Should you encounter any issues with your online application please get in touch with us via:

### **Further Information**

If you have any questions about the role or would like to discuss the post further, please contact our advising consultant at Veredus:

- Reece D'Alanno on 07711 779022 – [reeced'alanno@veredus.co.uk](mailto:reeced'alanno@veredus.co.uk)
- Antony Harvey on 07716 226020 – [antony.harvey@veredus.co.uk](mailto:antony.harvey@veredus.co.uk);
- James Greengrass  
[james.greengrass@veredus.co.uk](mailto:james.greengrass@veredus.co.uk)

## THE RECRUITMENT PROCESS

---

### **Longlist**

You will receive an electronic acknowledgment of your application through Veredus.

The selection panel will then assess your application to select those demonstrating the best fit with the role by considering the evidence you have provided against the Essential Criteria in the Person Specification section. Failure to address any or all of these may affect your application.

The timeline later in this pack indicates the date by which decisions are expected to be made, and all candidates will be advised of the outcome as soon as possible thereafter.

Candidates selected for longlisting will be invited for an interview with Veredus to further explore their skills and experience.

### **Shortlist**

The selection panel will then select the shortlist to take forward.

Shortlisted candidates will have the opportunity to speak to Mary Harpley prior to the final interview to learn more about the role and the organisation. Please note this is not part of the formal assessment process.

Two references will be taken up for shortlisted candidates in advance of final panel interviews.

### **Final Panel**

You will be asked to attend a panel interview in order to have a more in-depth discussion of your previous experience and professional competence in relation to the criteria set out in the vacancy description, key responsibilities and accountabilities and person specification.

Candidates will be required to give a brief presentation to the panel as part of the interview. The topic will be sent to you in advance.

Full details of the assessment process will be made available to shortlisted candidates.

Various stages of the process may be held remotely dependant on developments with COVID-19 and full details of the assessment process and format will be made available to shortlisted candidates.

## Indicative Timeline

Please note that these dates are only indicative at this stage and could be subject to change. If you are unable to meet these timeframes, please let us know in your application letter.

The anticipated timetable is as follows:

Application Closing Date	9:00am GMT Monday 8 <sup>th</sup> November
Longlisting Decision	Tuesday 16 <sup>th</sup> November
Preliminary Interviews with Veredus	After longlisting
Shortlisting Decision	Thursday 2 <sup>nd</sup> December
Informal Discussions /Referencing/Assessment	Post shortlisting
Final Panel Interviews	Week commencing 13 <sup>th</sup> December

Candidates are asked to note the above timetable, exercising flexibility through the recruitment and selection process. It may not be possible to offer alternative dates.

**ANNEX A – EQUALITY AND DIVERSITY MONITORING FORM**

The intention of monitoring and analysis is to establish if there are different success rates between genders, people of different sexual orientation, ages, different ethnic backgrounds or faiths, and people with disabilities. If there are differences in success rates it will enable action to be taken to ensure that no group is treated unfairly. Your answers will be treated confidentially and will not affect your application in any way.

**Personal Details:**

Age:	16-24 <input type="checkbox"/> 25-34 <input type="checkbox"/> 35-44 <input type="checkbox"/> 45-54 <input type="checkbox"/> 55-64 <input type="checkbox"/> 65+ <input type="checkbox"/>
Sex:	Male <input type="checkbox"/> Female <input type="checkbox"/> Prefer not to say <input type="checkbox"/>
Gender Identity:	<p>Which of the following do you feel you most identify with?          Man <input type="checkbox"/> Woman <input type="checkbox"/> Prefer not to say <input type="checkbox"/> Prefer to self-describe          (please specify if you wish) .....</p> <p>Do you identify as trans?          Yes <input type="checkbox"/> No <input type="checkbox"/> Prefer not to say <input type="checkbox"/></p> <p>Is your gender identity the same that you were assigned at birth?          Yes <input type="checkbox"/> No <input type="checkbox"/> Prefer not to say <input type="checkbox"/></p>
Working Pattern:	Part time <input type="checkbox"/> Full time <input type="checkbox"/> Job Share <input type="checkbox"/> Other.....

**Ethnic origin: Please tick against one of the following:**

<p><b>Asian or Asian British</b></p> <p>Bangladeshi <input type="checkbox"/></p> <p>Indian <input type="checkbox"/></p> <p>Pakistani <input type="checkbox"/></p> <p>Any other Asian background <input type="checkbox"/></p> <p>Please specify below if you wish.....          .....</p> <p><b>Black or Black British</b></p> <p>African <input type="checkbox"/></p> <p>Caribbean <input type="checkbox"/></p> <p>Any other Black background <input type="checkbox"/></p> <p>Please specify below if you wish.....          .....</p>	<p><b>Mixed</b></p> <p>White and Black Caribbean <input type="checkbox"/></p> <p>White and Black African <input type="checkbox"/></p> <p>Asian and White <input type="checkbox"/></p> <p>Any other mixed background <input type="checkbox"/></p> <p>Please specify below if you wish.....          .....</p> <p><b>White</b></p> <p>British <input type="checkbox"/></p> <p>English <input type="checkbox"/></p> <p>Irish <input type="checkbox"/></p> <p>Scottish <input type="checkbox"/></p> <p>Welsh <input type="checkbox"/></p> <p>Any other White background <input type="checkbox"/></p> <p>Please specify below if you wish.....          .....</p>
--	--

<b>Chinese or Other ethnic group</b>		Prefer not to say
Chinese		
Any other	<input type="checkbox"/>	<input type="checkbox"/>
Please specify below if you wish.....	<input type="checkbox"/>	

**Disability: Please tick against one of the following:**

Do you consider yourself to have a disability under the Equality Act 2010?  
In the Act, a person has a disability if:

they have a physical or mental impairment  
the impairment has a substantial and long-term adverse effect on their ability to perform normal day-to-day activities

For the purposes of the Act, these words have the following meanings:  
'substantial' means more than minor or trivial  
'long-term' means that the effect of the impairment has lasted or is likely to last for at least twelve months (there are special rules covering recurring or fluctuating conditions)  
'normal day-to-day activities' include everyday things like eating, washing, walking and going shopping

Yes  No  Prefer not to say

Please describe the nature of your disability

*This information is provided for monitoring purposes only – if you need any reasonable adjustments you should arrange these separately.*

**Religion or belief: Please tick against one of the following:**

No religion	<input type="checkbox"/>	Jewish	<input type="checkbox"/>
Baha'i	<input type="checkbox"/>	Muslim	<input type="checkbox"/>
Buddhist	<input type="checkbox"/>	Sikh	<input type="checkbox"/>
Christian	<input type="checkbox"/>	Other	<input type="checkbox"/>
Hindu	<input type="checkbox"/>	Please specify below if you wish.....	
Jain	<input type="checkbox"/>		
		Prefer not to say	<input type="checkbox"/>

**Sexual Orientation: Please tick against one of the following:**

Bisexual	<input type="checkbox"/>	Gay Man/Homosexual	<input type="checkbox"/>
Gay Woman/Lesbian	<input type="checkbox"/>	Heterosexual/straight	<input type="checkbox"/>
Prefer not to say	<input type="checkbox"/>	Other	<input type="checkbox"/>

**Please indicate which media/journal you saw this position advertised in.....**

**ANNEX B – CANDIDATE SUPPORTING INFORMATION FORM**

<b>POSITION APPLIED FOR:</b>	
<b>REFERENCE NO:</b>	

<b>PERSONAL INFORMATION:</b>					
<b>SURNAME</b>					
<b>FIRST NAME</b>		<b>INITIAL(S):</b>		<b>TITLE:</b>	
<b>PERMANENT HOME ADDRESS FOR CORRESPONDENCE</b> (including post code):					
<b>MOBILE and/or HOME TELEPHONE NUMBER(S):</b>					
<b>WORK TELEPHONE NUMBER:</b>					
<b>Can we contact you at work?</b>	<b>Yes / No</b>				
<b>EMAIL ADDRESS:</b> (personal and/or work)					

<b>EMPLOYMENT DETAILS:</b>	
<b>MOST RECENT EMPLOYER (ORGANISATION):</b>	
<b>MOST RECENT JOB TITLE:</b>	
<b>CURRENT REMUNERATION PACKAGE:</b>	
<b>NOTICE PERIOD:</b>	
<b>AVAILABILITY:</b>	
<b>PLEASE GIVE ANY DATES THAT YOU ARE UNAVAILABLE TO ATTEND AN INTERVIEW:</b>	
<b>NATIONALITY:</b>	
<b>Please indicate your nationality at birth:</b>	
<b>Please indicate your current nationality:</b>	
<b>Are there any restrictions on your continued residence and/or employment within the UK?</b>	

