L&Q Group

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| **Role title** | Deputy MD – BRL Strategic Delivery | | | | | | | **Date** | | July 2020 | |
| **Reports to Title** | Managing Director – BRL | | | | | | | **Version** | | 1 | |
| **DBS Disclosure Required:** | **Yes** |  | **No** |  | **Standard** |  | **Enhanced** |  | **Enhanced +** | |  |
| **Responsibility for End Results** | | | | | | | | | | | |
| To lead the overall operational delivery of BRL’s global programme of work and realise the BRL Board and MD’s ambition to create a new piece of London providing over 10,000 homes, new railway station, district and local centres and public realm of the highest order.  This will include overall responsibility for global operational delivery providing executive level support to the MD and lead a team of Directors in the implementation, procurement and delivery of all land, programme, infrastructure, planning, placemaking, marketing, communication, estate activity.  The Deputy MD – BRL Strategic Delivery will work with the MD BRL, the Deputy MD – BRL Business Strategy & Finance and support the SMT to ensure that BRL can respond to the changing environment and retain the market leading position whilst ensuring that residents remain at the heart of BRL’s objectives. | | | | | | | | | | | |
| **Key Responsibilities / Deliverables:** | | | | | | | | | | | |
| **Main Accountabilities:** List the major activities or functions necessary to achieve the job’s end results. The percentage of time spent on each of these should add up to 100%. | | | | | | | | | | | ***Time***  ***(%)*** |
| 1. Leadership and management including customer service/ values   As part of a new Executive support team to the MD and SMT to drive the overall business in delivery of its highly ambitious targets. As part of the BRL Executive support team, implement the business strategies, plans and procedures to ensure all decisions are made in a collaborative and commercially prudent manner consistent with BRL’s values and brand identity. Lead a team of Directors to implement the core business strategies and programme covering land disposal, procurement, infrastructure, estate, placemaking, communications and planning. Live, embrace and promote the values and brand of the company and ensure the delivery of the social purpose as well as the commercial objectives of the company. Lead BRL’s operations to achieve BRL’s mission and objectives, creating a culture in line with BRL brand and values. Work with the Deputy MD – BRL Business Strategy & Finance to develop a process to define, communicate and embody an open, supportive, collaborative culture and design and deliver processes to embed this in the company. Set comprehensive goals for performance and growth across the Director functions. Work collaboratively at all levels across BRL to develop the strategic operational overview and provide clear and innovative leadership to the Director functions. Lead, motivate, communicate with, develop, appraise and performance manage staff to ensure they are fully motivated to achieve best performance, efficient and innovative working. Ensure that poor performance is managed via support, training or disciplinary action as appropriate. Recognise and encourage excellent performance. | | | | | | | | | | |  |
| 1. Strategy/ achieving objectives   Take overall responsibility for the global operational parts of BRL providing executive level support to lead a team of Directors and their functions. Take full responsibility for the implementation of the BRL project control and governance process working to ensure that the BRL Programme is at the forefront of the way the business operates and makes decisions and only commits expenditure so that it delivers the business plan objectives in an optimised and efficient way. Ensure compliance in respect of governance and adherence to relevant statutory and regulatory provisions. Take full responsibility for all contracting and procurement processes for the business working with the Legal function to develop the necessary commercial team to support the whole business in the procurement of services. Have overall responsibility for the production of relevant reports and papers that will be presented to SMT and Board to allow high quality decision making. Deliver a robust cost appraisal methodology for the business to ensure the business plan assumptions are accurate and business opportunities suitably tested. Working with the Deputy MD -BRL Business Strategy & Finance deliver on successful commercial deals, joint ventures and business opportunities for the company, ensuring sound commercial decisions and recommendations, robust legal positions and drive delivery from these opportunities. Develop a culture of collaborative review and excellence in both core business and innovation. | | | | | | | | | | |  |
| 1. Working with others – internal   Work collaboratively with all colleagues in BRL and L&Q to continually improve best practise and drive group objectives. Support the Company Secretary and MD in governance of the company. Work with the Deputy MD – Business Strategy & Finance to inform the project governance process and ensure that appropriate approvals are gained before commitments are required. | | | | | | | | | | |  |
| 1. Working with others – external   Actively support the MD in the promotion of the project at a national and international level. Where necessary deputise for the MD or Deputy MD – BRL Business Strategy & Finance according to the priorities of the business and its needs. To support the MD in proactively promoting and represent BRL with existing and prospective stakeholders and partners reflecting and championing the values of BRL and its shareholders at all times. Deputise for the MD and take overall responsibility in conjunction with the Design, Planning & Communications Director for global communications both internal and externally providing direction and support to the existing Communications function where needed and ensure this is delivered to the highest quality and that the Company is positioned in a positive way at all times. | | | | | | | | | | |  |
| 1. Budgetary responsibility   Prepare, manage and control budgets whilst demonstrating considerable commercial acumen and managing financial viability and control. Financial responsibility for annual budgets of circa £25-50m. | | | | | | | | | | |  |
| 1. Compliance   Working with and supporting the SMT to ensure there is the full resources and skill to deliver the HS&E requirements of the business across both construction and operational aspects and ensure these are delivered to the highest levels. Ensure the regulatory & governance compliance for the business advising of all HS&E changes and improvements required. Ensure compliance with Health & Safety policy as a key priority. | | | | | | | | | | |  |
| 1. Records and systems   Maintain the necessary relevant L&Q records and systems. | | | | | | | | | | |  |
| 1. Risks   Lead and develop a robust risk management framework to support the business in making recommendations for mitigating actions and reporting residual risk as necessary. Provide expert advice as a member of the Gold Command in order to maintain business continuity during any crisis management response needed. | | | | | | | | | | |  |

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| **Financial Responsibility:** Enter below any revenue, operating or capital budgets for which the role is accountable. | | | | |
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| **People Responsibility:**  Indicate below the number of employees for which the role has supervisory / management responsibility. If the number varies, indicate an average or a range. | | | | |
|  | | | ***Direct Reports*** | ***Indirect Reports*** |
| **Total** **Employees** | | | 4 | Circa up to 40 |
| Please list below any outsourced service providers that are managed by the role (e.g. payroll), or any functional / project management responsibilities. | | | | |
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| **Technical Knowledge/Skills** | | | |
| List of technical knowledge/ skills required to successfully perform the job role; including professional qualifications | | | |
| * Demonstrable experience of leading a diverse range of functions and delivering largescale regeneration projects in the UK/Globally**.** | * Highly developed communication and listening skills, able to produce quality materials, strategies and reports and deliver at the highest level. Confident with proven influencing skills through being calm under pressure and having clarity of thinking both in crisis and day to day operations. | | |
| * A highly experienced people manager having managed Senior managers and Directors, able to lead and motivate others at all levels to deliver against demanding objectives and foster a collaborative culture at all levels of the company. | * Highly developed organisational, planning and project management skills. Able to demonstrate delivery of effective process and governance controls using agile models of working. | | |
| * Able to demonstrate extensive financial and commercial acumen, including associated risk management skills at the highest level. | * Highly effective decision maker, able to cut through the detail and competing objectives to deliver the best outcomes. | | |
| * Degree in relevant business discipline with professional qualifications and/or demonstrable experience in delivery at this level. Post Graduate qualification essential e.g. MBA |  | | |
| **L&Q Values** | | | |
| These are our guiding principles. They describe how we deliver our mission and vision through our behaviours and actions. | | | |
| **People** | | | |
| * We care about the happiness and wellbeing of our customers and employees | | | |
| **Passion** | | | |
| * We approach everything with energy, drive, determination and enthusiasm | | | |
| **Inclusion** | | | |
| * We draw strength from our differences and work collaboratively | | | |
| **Responsibility** | | | |
| * We own problems and deliver effective, lasting solutions | | | |
| **Impact** | | | |
| * We measure what we do by the difference we make | | | |
| **Other** | | | |
| * Commit to supporting L&Q’s environmental policy and social mission * I will comply with all L&Q Health and Safety policies and procedures and commit to working towards best practice in the control of health and safety risks | | | |