

# LONDON BOROUGH OF LEWISHAM

## JOB DESCRIPTION

<b>Designation:</b>	Head of Strategic Development	<b>Grade:</b>	JNC Band 4
<b>Reports to (Designation):</b>	Director Regeneration	<b>Grade:</b>	JNC Band 2
<b>Directorate:</b>	Housing, Regeneration & Environment	<b>Division:</b>	Regeneration

### Main Purpose of the job:

To provide strategic leadership, direction, management and control of the Council's housing development and delivery programmes, ensuring the delivery of housing capital projects and programmes on time and to budget in line with the Council's corporate objectives and action plan.

To be responsible for leading a team of specialist technical professionals that will:

- Act as a strategic and intelligent client of the delivery of Council led housing projects and programmes
- Build a pipeline of housing development projects, including undertaking the appraisal of sites and development opportunities, carrying out all early stage due diligence to inform development briefs;
- Act as the Programme Management Office function for the delivery of the Council's housing and non-housing capital projects and programmes

To be responsible for leading a key element of the Council's housing development and regeneration programme, working closely with Council services, Lewisham Homes and other development partners and external stakeholders.

To provide corporate advice on all Housing Development programme matters that support the Council's Regeneration & Place strategy.

Contribute to the overall corporate leadership and management of the organisation.

### As a Lewisham Manager you will:

1. Be responsible for professional advice and support in service area to deliver in partnership with others the councils vision, values and ways of working.
  2. Take overall responsibility for the planning and management of services, ensuring community and customer needs are identified and met.
  3. Ensure the delivery of identified service objectives and continuous improvement of service targets.
  4. Achieve results through the effective management and development of people.
  5. Ensure the effective deployment of financial resources and compliance with statutory professional and organisational frameworks.
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## Summary of Responsibilities and Personal Duties:

1. To act as the strategic client and develop and lead on the client-side activity of the Council's regeneration portfolio with a focus on home-building programmes, leading the interface with Lewisham Homes and other development delivery partners and monitor progress of programme and take necessary actions to ensure the programmes are delivered according to targets and milestones;
2. Manage the delivery of the Council's housing development portfolio including financial and budget management, to develop skills and capability of programme team, programme co-ordination and reporting, quality management, management of governance processes, procurement of external support and monitoring;
3. Responsible for an annual revenue budget, typically in the region of £1.0m pa, for staff, consultancy support, scheme development, market testing and research, feasibility and design studies, architects and contractors, marketing and publicity, printing and other associated costs. Responsible for instructing and monitoring activity delivered by the Council's main delivery agent, Lewisham Homes.
4. Responsible for the delivery of a £300m+ capital programme, with an annual capital budget of up to £100m
5. To develop and lead the housing development team responsible for site mobilisation, client project management and development management and delivery; Develop professional programme managers and programme management function this will include but not be limited to: working with the wider council's officers to establish a robust strategic programme management structure and function that is, designed to streamline development practice and processes in an intelligent manner to deliver high quality outcomes;
6. Develop a technically skilled and highly motivated development team and function and a robust approach to identifying and assessing development opportunities, setting out council's expectations, defining programme and project specific development briefs and defining risk allocation in respect of the approach to delivery of financially sound and successful developments.
7. Develop an effective strategic governance and decision-making framework for informing and critically challenging development performance to ensure we as a client are continually driving maximum value and innovation. To prepare proposals and decision papers and make recommendations to senior leaders and other committees in respect of the approach to undertaking the development function and where required support the presentation of such papers and reports;
8. To lead bidding on programme grant and other funding opportunities with external partners including Central Government and the GLA.
9. To lead the interface with strategic partners including GLA Housing & Land and, , build productive relationships with external partners in the delivery of the regeneration portfolio and to promote regeneration and development opportunities in Lewisham in a regional, national and international context;
10. Act as place and quality champion on the client side, including ensuring a good interface to regeneration programmes and initiatives across the Council and help develop related processes, to ensure quality standards including client requirements/specifications and standards
11. Prepare briefs and lead procurement and management of client-side resources, delivery partners and design teams
12. Represent the division and the Council's interest both internally and externally creating opportunities to enhance the Council's image, partnerships and services.
13. Act as Principal Adviser to the Mayor & Cabinet, CE, Executive Director and Head of Service regarding housing development. Attend Council meetings as necessary
14. Develop, direct and manage a process of performance management, including agreed KPI's for the services provided by the group ensuring staff are managed within the Council's

Performance Evaluation Scheme and that financial and performance targets are identified monitored and managed.

15. Be a member of the divisions senior management team (SMT) and make a proactive contribution delivering Directorate and Corporate objectives.

All employees are required to;

- Participate in the Performance Evaluation Scheme (PES) and to undertake appropriate training and development identified to enhance their work.
- Carry out the duties of the post with due regard to the Council's Dignity at Work Policy and core values.
- Comply with the Council's Health & Safety policies and procedures at all times, taking due care for themselves, colleagues and members of the public.
- Assist in carrying out the Council's environmental policy within the day to day activities of the post.
- Undertake other duties, commensurate with the grade, as may reasonably be required.
- Treat all information acquired through employment, both formally and informally, in strict confidence.

## **Contacts**

**These will include:**

**Internal Contacts:** These include Chief Officers, Elected members, other Councillors, senior staff in other Directorates, members of the key governance boards and working groups.

**External Contacts:** This may include

Public Sector; Chief Executives and Chief Officers/ senior staff of local authorities and other public sector organisations (e.g. GLA), senior central government staff, MP's, Trade Union officials, members of the public, local interest groups and voluntary sector organisations, strategic partners and stakeholders, District Auditor and District Valuer.

**Private Sector;** Chief Executives and senior staff of private sector organisations, consultants/consultancies, Council's commercial lessees, developers, strategic partners and stakeholders, contractors and suppliers, Professional bodies.

**Number of fully managed staff: 4 with a total of 15 in the group.**

And, from time to time, as work-load dictates other Surveyor roles as required

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**PERSON SPECIFICATION**

<b>Designation:</b>	Head of Strategic Development	<b>Grade:</b>	JNC Band 4
<b>Reports to</b>	Director of Regeneration	<b>Grade:</b>	JNC
<b>Directorate:</b>	Housing, Regeneration & Environment	<b>Section:</b>	Regeneration

**S:** criteria for shortlisting

<b>Equal Opportunities</b>	Commitment to implement the Council's Equal Opportunities Policies	<b>S</b>
	Awareness of equalities issues	<b>S</b>
<b>Knowledge</b>	An in-depth professional knowledge of planning, development and financial appraisals throughout the development process	<b>S</b>
	An in-depth knowledge of housing and mixed-use development and large-scale regeneration in a local government context.	<b>S</b>
	A detailed and practical understanding of existing and pending legislation, issues and financial constraints facing local government and specifically the government policies relating to asset use, housing, planning and regeneration and how they will impact on a local authority managing a major property portfolio and / or regeneration programme.	<b>S</b>
	A thorough understanding of relevant commercial and site constraints, risks and trends and an understanding of how they affect the development	<b>S</b>
	Detailed knowledge of estate management law and practice and its application in complex development related scenarios.	<b>S</b>
	A clear understanding of the 'place-shaping' agenda and the main elements of regeneration.	<b>S</b>
	Understanding of the political interface in a LA and the role and needs of elected members	<b>S</b>

<b>Experience</b>	<p>Substantial experience in a relevant professional / management capacity within a large organization, with experience of managing significant (100+homes) development / regeneration projects</p> <p>Clear evidence of management experience within a similarly complex and challenging environment.</p> <p>Significant experience and a proven track record of leading commercial negotiations on development projects</p> <p>Experience of contributing to the implementation of large, complex development projects and programmes.</p> <p>Experience of dealing with a wide range of partners, such as public agencies and the private sector.</p> <p>Experience in implementing public and private partnerships in a property context.</p> <p>Experience in reporting on complex development and regeneration matters to senior stakeholders and Council committees</p>	<p><b>S</b></p> <p><b>S</b></p> <p><b>S</b></p> <p><b>S</b></p> <p><b>S</b></p> <p><b>S</b></p> <p><b>S</b></p>
<b>Aptitude</b>	<p>The capacity to take a strategic approach to delivery, translating complex issues into action.</p> <p>The ability to think creatively and develop practical solutions to long-term and short-term problems.</p>	
<b>Skills</b>	<p>Excellent communication skills – written, presentational, in negotiations and in conversational. With the ability to adjust styles to meet the needs of different audiences.</p> <p>Analytical skills, including property and development appraisals.</p> <p>Strong leadership skills, including the ability to both lead and support while maintaining high levels of accountability throughout the organisation.</p> <p>High levels of political sensitivity and integrity, recognising both formal and informal political scenarios within an organisation.</p> <p>Able to establish effective and productive working relationships with elected Members and other key stakeholders.</p> <p>Be ICT literate to a good professional level.</p> <p>Proven programme and financial management skills.</p>	
<b>Qualifications</b>	<p>Hold a relevant professional qualification: Fellow or Member of the Royal Institution of Chartered Surveyors (RICS) or RTPI and/or significant relevant experience.</p>	<p><b>S</b></p>

<b>Personal Qualities</b>	<p>A strong and highly motivated leader and team player with energy and credibility who commands the confidence of Members, senior managers, staff, business partners and stakeholders.</p> <p>Personal authority and stature to lead by example, achieve successful outcomes and able to act firmly and decisively both corporately and collaboratively.</p> <p>Lateral thinking to bring forward relevant and deliverable outcomes.</p> <p>A strong commitment to probity, honesty and openness, treating people consistently, fairly and with respect.</p> <p>Evidence of commitment to continued professional development.</p> <p>Good ability to use information technology.</p>	
<b>Circumstances</b>	<p>Able to attend meetings in the evenings ; to work outside normal office hours; and to work beyond minimum hours as and when required to achieve deadlines.</p>	
<b>Physical</b>	<p>Generally must meet LB Lewisham requirements for the post</p>	