



# Strategic Director of Housing and Modernisation

**Candidate Information Pack**

September 2017



Dear Candidate,

Welcome and thank you for your interest in becoming Southwark's Strategic Director for Housing and Modernisation, and for wanting to be part of the best, most exciting council in the country. Of course, we may be a bit biased, but rest assured it's not just us who thinks this. We are told by our Local Government Association peers that we're a 'can do' council with a huge amount to be proud of. Ambitious, innovative and confident, we want the very best for our residents.

I'm really proud to be playing our part in achieving a Fairer Future for residents, businesses and all those who call Southwark their home. I'm also excited that you're interested in playing your part too. This is a fantastic place to get involved and make a difference, sitting as we do in the centre of London; London, a truly global, outward facing city.

Southwark is a place with a rich and proud history, a strong sense of community and a great ability to transform and renew, often very much against the odds. Never afraid of challenging the status quo in order to stand up for residents, our ambition is to be more than the sum of our parts. More than a good Council that delivers services well.

We're about delivering the homes that people want and need, in neighbourhoods where they feel safe and secure, with the transport networks to get them where they want to go, the leisure facilities and parks where they can relax and stay healthy, with the skills and jobs that allow them to stand on their own two feet. It's a place where residents feel, see and talk about the benefits of ambitious regeneration

and are proud to make their contribution as they go about their busy and sometimes very complex lives. If that sounds like an ambition you're up for delivering and telling others about, then we'd like to hear more about you.

Southwark faces an extraordinary financial challenge. As a Council we've taken out over £180m in savings in the last six years, whilst protecting our frontline services and delivering on our Council Plan promises. Whilst the success of our regeneration has given us strong growth and helped shield us from some of the pain of Government funding reductions, our residents' lives are sadly not immune from the impact of issues like shortage of affordable homes across London, the current national crisis in social care and health provision or the major changes in welfare support.

This is why it's a key moment for the right person to come and join us. We're fortunate to have some of the best people working right at the top of their game here in Southwark. We work as one Council to deliver results and treat residents, colleagues and partners as valued members of our own families.

This role has become vacant due to the present post holder, Gerri Scott, leaving to set up her own business. Gerri has been a highly successful and a valued member of the Southwark leadership team. Gerri has been passionate about improving the lives of our community throughout her years in public service and particularly in her time here with us in Southwark. In this role you'll have the opportunity to shape, manage and enhance the standing of the Council and the borough in your own successful way. Our expectation for the new Strategic Director of Housing and Modernisation is that you will be able to continue to work with residents, partners and colleagues, to make your own contribution to the story of the best borough in the country.

This role reports directly to me and we are seeking an exceptional candidate who sets their sights high. We want the best for Southwark and we're seeking someone with a successful background in housing management and senior leadership in a local authority or another large complex organisation. To be successful in this role you will need to evidence a passion to improve resident satisfaction, maintain an excellent housing stock, drive through and deliver our fairer future promises including the important priority to build 11,000 new homes. You'll relish the opportunity to work collaboratively

and innovatively, with the ability to influence relationships with a broad range of stakeholders. You'll be a creative and effective collaborator with the ability to gain the trust and support of leading Councillors, senior managers, partner organisations and residents. So if your enthusiasm, values and ambition match the challenges and ambitions set out here then we look forward to hearing from you very soon.

Eleanor Kelly  
**Chief Executive**

## Southwark, the place

Southwark is a place of growth, development and opportunity. It is a borough which possibly more than most typifies the changes, challenges and opportunities of being part of London as a global premier city and international destination of choice for business, enterprise, entertainment and the arts.

It is a borough that brims confidence and ambition and this is evident in its residents and communities at large. That ambition is also evident in the Council's vision to deliver a fairer future for all, underpinned by strongly identified, plain speaking principles that guide all it does. These include treating residents as if they were a valued member of the family and spending money as if it were from our own pocket.

The borough has always been a place of visionary change. It was home to Alfred Salter, pioneering MP in the early 20<sup>th</sup> century, who brought one of the first public health services to this corner of London. Fast forward to the 21<sup>st</sup> century and Southwark again pioneered the roll-out of a programme of free healthy school meals to all primary school children in 2011. This demonstrates our commitment to use our public health responsibilities wisely and with impact.

Southwark is highly diverse, in some ways a product of its history and a reflection of the ability to welcome new communities alongside existing residents. Over 120 languages are spoken in local schools, and 75 per cent of

reception-age children are from black and minority ethnic (BME) groups. Over 4 in 5 residents believe this is a place where people of all races live in harmony.

The borough has a vibrant mix of culture, leisure and arts facilities on its doorstep. Historically, Southwark was the centre for entertainment and arts for the city evident by Shakespeare's Globe. 7% of Southwark's population work in the cultural sector.

The borough is home to Tate Modern, Dulwich Picture Gallery and has just welcomed London's newest international theatre at One Tower Bridge when the London Theatre Company opened its doors to the public.

Southwark is a very modern place. Regeneration and development abound with some of Europe's most exciting and complex schemes such as Elephant and Castle, Aylesbury, Canada Water and London Bridge Quarter, home of the Shard, being delivered in the borough bringing thousands of new homes and jobs. The extension of the Bakerloo line is planned to come right through the borough improving transport links and again creating more jobs for local residents.

It is a densely populated borough. In 2012, 293,530 were estimated to reside across Southwark, with 58% aged 35 or under. By 2037, that estimate rises to 376,000. This is a pressure facing many in London, although the issue of meeting demand especially with a relatively youthful population is most acute in a borough like Southwark. To help meet rising demand for homes of all kinds across a range of incomes, the council is building new council homes and creating thousands more affordable and new private homes as part of a wider programme of regeneration. This will create new job opportunities especially for high demand jobs in the construction sector. That's why the Council and its development partner LendLease opened a new construction skills centre in 2016 at Elephant Park.

Southwark has huge employment opportunities across a range of sectors. Southwark is a net importer of labour in London, powering the jobs market across the city. The borough has a rich mix of employers, including internationally renowned names such as PwC, Ernst & Young, News UK and Hilton hotels. The business mix ranges across

construction, health and social care, retail, catering, hospitality, public sector and administration and finance and legal. However, like across London, there lies a skills challenge in getting more people into the jobs of the future and ensuring all benefit from growth and development in years to come.

Southwark therefore represents a place of huge excitement and opportunity - for residents, for businesses, for voluntary organisations and the community at large. Investment in the borough is creating new and dynamically different places such as around One Blackfriars through to Elephant and Castle, pulling central London southwards and revitalising places like Peckham, Camberwell, Canada Water and the Old Kent Road.

At the same time, the consequence of this scale of change cannot be underestimated. Pressure will continue on already stretched public services to meet the demands of a rising and increasing mobile population. As a Council we'll need to be fit for the future, with responsive, digitally enabled services that adapt well to change. Embracing the opportunity to deliver services in a smarter way also of course means leaving no one behind in a fast changing city and world.

What will be common is the need for the council to work even closer together with residents, partners and business. It will mean the council continuing to hold firm on its ambition, prioritising investment in the long term and releasing benefits from regeneration through new jobs, new businesses, more quality and affordable homes and revitalised neighbourhoods.

Ultimately, this is about delivering a fairer future that improves the prosperity, financial independence and well-being of residents and businesses alongside the quality of the Southwark they're proud to call home.

The Southwark Council Plan 2014-2018 sets out our direction of travel and can be found here: [Southwark - Council Plan 2014-18](#)

## Our Values

1. Treating residents as if they were a valued member of our own family.
2. Being open, honest and accountable.
3. Spending money as if it were from our own pocket.
4. Working for everyone to realise their own potential.
5. Making Southwark a place to be proud of.

## Our ten Fairer Future Promises

1. Value for money.
2. Free swimming and gyms.
3. Quality affordable homes.
4. More and better schools.
5. Nurseries and childcare.
6. A greener borough.
7. Safer communities.
8. Education, employment and training.
9. Revitalised neighbourhoods.
10. Age friendly borough

## The advert

### Strategic Director of Housing and Modernisation

**Salary range £137,631 to £174,084 + £5,799 benefits**

Southwark is an outstanding place to live, work and visit with all the opportunities and benefits that it brings. From the business district in the North of the borough, with its skyline dominated by The Shard, to the suburbs of Dulwich in the South and the largest social housing stock in London. Southwark is a place of contrast and diversity and this makes the borough especially appealing.

Deprivation levels vary widely, and there is huge ethnic diversity too – we are one of London's most multicultural boroughs. There's also a vast amount of regeneration underway, which is transforming many parts of Southwark. Housing is important in Southwark. We are the largest local authority social landlord in London with more than 55,000 homes. Our homeowner population owns 15,000 of those homes. We have plans to build 11,000 new council homes by 2043; 1,500 by 2018.

We're fortunate to have some of the best people working right at the top of their game here in Southwark. We work as one Council to deliver results and treat residents, colleagues and partners as we would valued members of our own families.

This is a tough, demanding and yet rewarding job. The portfolio is broad and you will be charged with providing high quality housing services to residents and leaseholders as well as leading the Council's modernisation programme by transforming where and how we work in order to better serve our customers.

We are seeking an exceptional, creative, driven and inspiring strategic leader with significant large-scale urban housing management experience. We are seeking a candidate who relishes the opportunity to work collaboratively and innovatively, with the ability to influence relationships with a broad range of stakeholders. You'll also need to have gravitas and credibility to advise elected Members

You may not have prior experience of working in local Government but you will have a passion for what we do and the drive to deliver on our 'Fairer Future' commitments to our residents.

Once you have read the information if you would like a confidential discussion with our recruitment partner Ann Watts please telephone 07939 121101

**Closing Date: Sunday 22 October 2017 (Midnight)**

## Summary of Job description

Reporting to the Chief Executive, the Strategic Director of Housing and Modernisation sits as a member of the Chief Officer Team interpreting the national agenda and providing strategic direction, leadership for the Council, Southwark's residents and communities with a specific focus on housing and housing management.

The role covers 5 key areas; Communities, Customer Experience, Asset Management, Resident Services and Modernise to ensure that directly managed services are effectively organised, have clear objectives and are focussed on serving the community.

A highly successful senior manager (ideally second tier or above), delivering excellence in housing management in a large, complex, urban and diverse community, leading a change in culture and practices in order to improve service outcomes. With proven successful experience of managing a multi-disciplinary workforce, negotiation and influencing. A track record of improvement in equal opportunities in both employment and service delivery, successful financial management whilst building, and sustaining effective relationships in a broad range of situations, including Government, commercial, voluntary and community settings. With a passion to implement business planning that drives continuous improvement, whilst working effectively with elected politicians, both at a local and national level.

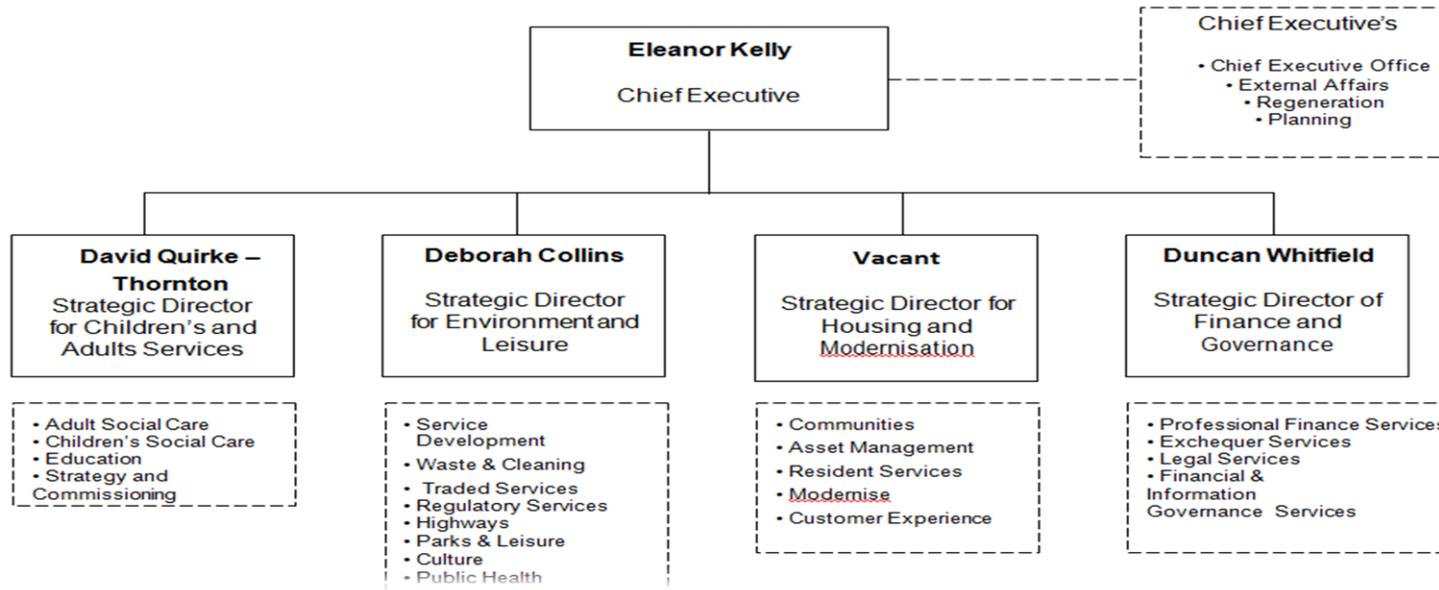
## Person Specification summary

### Knowledge and Experience:

A clear, demonstrable understanding of the role of local government and specifically in the provision of Housing services with the associated disciplines and legislative frameworks.

Coupled with an in-depth understanding of how to increase resident satisfaction, maintain an excellent housing stock, strategic planning and policy development and implementation, modern management concepts and practices, particularly those associated with performance and change management, sound financial management, budgetary planning and control.

# Chief Officer Team



## How to Apply

To apply for this position please

- Send a comprehensive up to date CV including the names of two referees. Please note that referees will only be contacted with your permission.
- Send a detailed supporting statement (*no longer than 4 pages*) that fully addresses the required knowledge skills and criteria.
- You are also invited to complete an equality monitoring form. This will not be treated as part of your application and is for statistical purposes. At Southwark we recognise the value of diversity and we are committed to equality of opportunity.
- Please do tell us if you have any reasonable adjustments that you would like made in order to support you in our selection process.

### Confidential Discussion

For an informal discussion about this opportunity, please contact our adviser Ann Watts on 07939 121101. Applications should be sent to Ann Watts by the closing date Sunday 22 October 2017 to the following email address;  
[ann.watts@cantiumresourcing.com](mailto:ann.watts@cantiumresourcing.com)

### Recruitment timetable

The following timetable sets out key dates in our recruitment process. Please ensure that you mention in your covering letter if any of these dates present you with a problem.

### Application closing date:

Sunday 22 October 2017

Preliminary interviews: **30/31 October 2017**

Assessments and meet the Leader: **7 November 2017**

Final Selection Process: **17 November 2017**

## The Essentials

### Salary

Grade: Chief Officer

### Politically restricted post as defined by the Local Government Housing Act 1989 (as amended).

The salary for this role is £137,631 to £174,084 per annum plus cashable benefits; the starting salary is dependent on background and experience with salary progression dependent on performance.

### An outstanding Pension Scheme

Southwark offers membership of its pension scheme, which is in line with the national Local Government Pension Scheme (a career average scheme).

### Working hours and flexible working arrangements

The basic working hours for this role is 36 per week. Candidates should be aware that there is a requirement to attend meetings outside normal working hours wherever this is necessary for the effective performance of the job.

Southwark has a strong flexible working ethos and believes in focusing on outcomes. Through taking this approach we welcome flexible working including a commitment to regular homeworking with technology to support this.

### Annual leave

Strategic Managers (JNC) annual leave entitlement is 36 days, plus bank holidays.

### Interest free season ticket loans

An interest free season ticket loan is available for all members of staff.