

## LONDON BOROUGH OF LEWISHAM

### JOB DESCRIPTION

<b>Designation:</b>	Strategic Lead of Partnerships and Commercial Ventures	<b>Grade:</b>	SMG3
<b>Reports to (Designation):</b>	Assistant Director of Strategic Housing Delivery & Partnership	<b>Grade:</b>	JNC4
<b>Directorate:</b>	Inclusive Regeneration, Place	<b>Section:</b>	Strategic Housing Delivery & Partnerships

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#### Main Purpose of the job:

Reporting to the Assistant Director of Strategic Housing Delivery and Partnerships and working collaboratively with divisional and corporate colleagues, the post is responsible for enabling the viability of the Building for Lewisham to achieve the Council's housing delivery targets through partnering and commercial ventures such as delivery of for-profit tenures, disposal of assets for redevelopment, housing acquisitions, contracting and development partnerships and land-led development opportunities. The role holder will therefore be responsible for leading a commercially skilled and experienced team to deliver high quality affordable-led housing schemes through land acquisition, securing planning permission and/or working in partnership with delivery partners.

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#### Summary of Responsibilities and Personal Duties:

- To deliver commercial venture and partnership housing-led projects in partnership with key strategic, external partners which unlock the potential of land and buildings to deliver affordable housing targets and commercial returns for the council.
  - Collaborating with the Strategic Leads of Delivery and of Strategy & Programme Management Office to develop and implement estate regeneration strategies that are aligned with regional and national priorities and policies. Including the oversight of options appraisals, funding strategies, financial viability assessments, resident engagement (including ballot requirements), and contractor procurement.
  - Assembling land (including overseeing the development and implementation of CPO strategies) for development and a pipeline of viable development opportunities which benefit from the expertise of delivering in partnership with external partners for the benefit of the council's overall development ambitions.
  - Identifying commercial opportunities such as bulk acquisitions (turnkey, Sec106 or planning gain additionality) or development partnership where schemes are delivered on solely council owned land or through merging of adjacent sites good value.
  - Ensuring homes are delivered through all viable routes to market and meet the quality standards required by the Council and its regulators and funders.
  - Working with the Strategic Leads of Strategy and Programme Management Office and of Housing Delivery to liaise with GLA, Homes England and other grant funding bodies to secure grant into schemes. Being responsible for ensuring that schemes are procured and delivered in line with relevant funding guidelines.

- Working in collaboration with senior leaders within the Strategic Housing Delivery and Partnerships division to establish a clear vision upon which all development partnerships and joint ventures will be managed. Lead in developing sound business case for each new venture. Setting clear measurable criteria for what success looks like for the council, working with the Strategic Lead of Strategy and PMO to develop a robust governance structure, tools and methodologies to measure success. Ensuring all parties are aligned and periodically revisiting partnership goals to keep the venture steering straight, maximizing performance and minimizing discord.
- In agreement with the Assistant Director of Strategic Housing Delivery and Partnerships, to network in accordance with the commercial interests and aspirations of the council and to remain au fait with current best practice and innovation, whilst externally promoting the Council's housing delivery ambitions and achievements, as appropriate.
  - Establish and manage relationships with developers, contractors, agents, consultants, RP's and other public sector bodies.
  - Prospecting opportunities, through market engagement and insights to identify and negotiate strategic partnerships, alliances, and collaborations that will drive growth.
  - Appraising the schemes jointly with Strategic Leads of Housing Delivery and of Strategy and PMO, along with the cooperate Finance and Procurement teams – assuring reviews and financial appraisals are 100% accurate. Then testing schemes in accordance with the approved investment parameters, and the scrutiny and governance processes, with regular reporting to the Assistant Director of Strategic Housing Delivery and Partnerships.
- Take the lead to undertake robust due diligence of all potential partnership or joint venture partners including previous or existing partnership/joint venture arrangements with other organisations, commercial, reputational, social and sustainability credentials.
  - Identify appropriate procurement of suitable external partners for the delivery of housing projects based on agreed council briefs, specifications and desired outcomes.
  - To liaise with colleagues and other departments across the council as appropriate to ensure their sign-off for all expenditure and housing projects contracted to come into council ownership.
  - Undertake business development activities in relation to the agreed business plan, overseeing the pricing and negotiation of schemes, and executing affordable housing forward funding and direct acquisitions from housebuilders and developers (including RPs). Including, where necessary, overseeing design, securing planning permission and managing delivery homes with a contractor partner,
  - Managing all negotiations in a transparent, trustworthy, and honest manner and to ensure the reputation of the business is safeguarded at all times. Following up on all governance and ensure necessary approvals are obtained, and ensure that projects are contracted in accordance with the approvals and in accordance with the councils Standing Orders and delegated authorities, prior to progressing. Including establishing transparent communication and feedback loops, creating a common language and culture in which partnerships can thrive, where early warning signs, market shifts, delays and commercial matters can be openly discussed.
- Deploy a proactive and flexible approach to risk and opportunity management. Working with the Strategic Lead of Strategy and PMO and colleagues in Legal, Finance and Procurement to set an agreed approach to identify, assess, and mitigate the potential risks that may arise from legal, financial, operational, or reputational issues.

- Lead specialists internally and externally to ensure forecasts, programmes, costs, design and quality standards and timescales are met. Work with the Strategic Lead of Housing Delivery to assess and ensure all risks including health and safety are appropriately controlled and BSA/Golden Thread and ERs, obligations and targets achieved.
  - To work with the asset team to ensure all new property ventures including acquisitions align with the corporate assets management and maintenance strategy.
  - To oversee all contract negotiations to ensure partnership projects deliver the best possible outcomes for the council and that all risks and related mitigations are identified.
  - Be responsible for the effective contracting and work with the Housing Delivery team to ensure the successful project management of schemes to ensure they are delivered in accordance with the programmes and to a high quality of finish and a high level of stakeholder satisfaction.
- To oversee the Sales & Marketing team to ensure that new properties are marketed and sold in an effective and efficient manner which promotes excellent customer service and highlights the contribution made by the council to housing need through appropriate marketing publicity.
    - To drive revenue generation through effective management of sales and each new marketing, activities.
    - Lead marketing strategies that support commercial goals, including market research, advertising, and promotional activities.
    - Enhance the councils' digital presence and utilize data-driven marketing approaches to improve customer engagement and market reach.
- To oversee and manage the Partnership and Commercial Ventures team to achieve all programme delivery and sales targets through appropriate delegation and support. Managing direct reports within the team through regular supervision and appraisal meetings to set, support and monitor performance targets.
    - Foster a collaborative and learning-oriented culture in joint venture/partnerships and encourage knowledge sharing and cross-fertilization of ideas and best practices.
    - Establish and put in place clear and fair dispute resolution mechanisms, and where issues arise work to resolve them amicably and constructively.
- Cultivate, manage, and grow relationships with key decision-makers and influencers. Working collegiately to support the overall delivery of housing development department targets and contribute to the improvement of overall departmental performance in an open and honest manner.
- To support the Assistant Director of Strategic Housing Delivery and Partnerships, in any other duties required within the department including when these might fall outside of normal working hours.
- To delegate for the Assistant Director of Strategic Housing Delivery and Partnerships, when requested to do so.
- To ensure, either directly or through contribution to others, that all aspects of reporting required of the Housing Development department are undertaken in an accurate, detailed and timely manner.

## Management Roles & Expectations

As a Lewisham Head of Service, you will:

1. Ensure corporate and strategic modelling through demonstrating commitment to council values and translating the vision into strategic intent
2. Ensure performance and quality improvement through leading and nurturing others to lead and manage innovative approaches to achieving results
3. Ensure best use of resources through defining priorities and securing appropriate resources to achieve the Council's objectives
4. Ensure services contribute to the corporate whole through interpreting external needs and trends and creating synergies to achieve corporate goals

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 will include public sector organisations (e.g. GLA), senior central government staff, MP's, members of the public, local interest groups and voluntary sector organizations, strategic partners and stakeholders. It will also include consultants/consultancies, Council's commercial lessees, developers, strategic partners and stakeholders, contractors and suppliers, Professional bodies.

5. To carry out the duties of the post with due regard to the Council's relevant codes and procedures.
6. To carry out duties with due regard to the Council's values and behaviours
7. All employees are required to participate in Appraisal and Performance Management processes and to undertake appropriate training and development, including mandatory induction training, identified to enhance their work.
8. Undertake other duties, commensurate with the grade, as may reasonably be required.

Consideration will be given to restructuring the duties of this post for a disabled postholder

**THIS JOB DESCRIPTION MAY NEED TO BE AMENDED BY THE DIRECTORATE TO MEET THE CHANGING NEEDS OF THE SERVICE.**

Number of directly managed staff: 5

Title:	Grade	No of posts
Senior Development Manager (Partnerships)		1
Sales & Lettings Manager		1
Development Managers		3

Number of indirectly managed staff: 7

Title:	Grade	No of posts

Senior Development Officer (Enabling & Partnerships)		1
Development Officer (Buyback & Disposals)		1
Technical Project Manager		1
Acquisitions Surveyors		2
Redbook Valuers		2

## PERSON SPECIFICATION

**Job Title:** Strategic Lead of Partnerships & Commercial Ventures

**Grade:** SMG3

**Department:** Place

Note to Candidates

The Person Specification is a picture of the skills, knowledge and experience needed to carry out the job. It has been used to draw up the advert and will also be used in the shortlisting and interview process for this post.

Those categories marked 'S' will be used especially for the purpose of shortlisting.

Please ensure that Equality and Diversity issues are addressed specifically in relation to the role for which you are applying when addressing the requirements of this person specification where appropriate.

If you are a disabled person and are unable to meet some of the job requirements specifically because of your disability, please address this in your application. If you meet all the other criteria you will be shortlisted and we will explore jointly with you if there are ways in which the job can be changed to enable you to meet the requirements.

<b>Knowledge</b>	
<ul style="list-style-type: none"> <li>Expert in a wide range of procurement routes to market and delivery contracts</li> </ul>	S
<ul style="list-style-type: none"> <li>In depth understanding of affordable housing development and applicable regulatory requirements</li> </ul>	S
<ul style="list-style-type: none"> <li>Sound knowledge of the developer and construction market</li> </ul>	
<ul style="list-style-type: none"> <li>Knowledge of affordable public sector housing industry is highly desirable.</li> </ul>	S
<ul style="list-style-type: none"> <li>Strong commercial background and expertise</li> </ul>	S
<b>Aptitude</b>	
<ul style="list-style-type: none"> <li>A commercial person that works collaboratively with colleagues within and across the council business</li> </ul>	S
<ul style="list-style-type: none"> <li>Ability to develop and execute strategic commercial plans and adapt quickly to changing market conditions.</li> </ul>	S
<ul style="list-style-type: none"> <li>Strong financial acumen and experience in budget management, pricing strategies, and forecasting.</li> </ul>	
<ul style="list-style-type: none"> <li>Able establish a common language and culture and respect the differences and diversity of colleagues and partners. Communication ability is not limited to formal meetings and reports, but also include informal interactions and feedback loops.</li> </ul>	
<ul style="list-style-type: none"> <li>Extensive network and strong relationship-building skills, with the ability to expand and cultivate connections further.</li> </ul>	S
<ul style="list-style-type: none"> <li>Ability to build trust and create a positive business environment</li> </ul>	
<b>Skills (Skills can only be used as shortlisting criteria if the skill is to be tested)</b>	<b>To Be Tested – T</b>
<ul style="list-style-type: none"> <li>Excellent leadership, negotiation, and communication skills.</li> </ul>	S

<ul style="list-style-type: none"> <li>• Strong negotiation skills</li> </ul>	
<ul style="list-style-type: none"> <li>• Excellent communication and interpersonal skills – able to communicate regularly and transparently using multiple channels and formats, to build trust, to resolve issues, and to foster innovation.</li> </ul>	S
<ul style="list-style-type: none"> <li>• Excellent time management and prioritisation skills to handle multiple projects and partnerships simultaneously.</li> </ul>	
<b>Experience</b>	
<ul style="list-style-type: none"> <li>• Proven experience in a senior commercial role, such as Commercial Director, Sales Director, or Business Development Director.</li> </ul>	S
<ul style="list-style-type: none"> <li>• Strong track record of driving revenue growth and improving profitability.</li> </ul>	S
<ul style="list-style-type: none"> <li>• Experience in managing cross-functional teams and working collaboratively with senior executives.</li> </ul>	S
<ul style="list-style-type: none"> <li>• Experience of building strong client relationships, convey key information clearly, and maintain accuracy in all communications.</li> </ul>	
<ul style="list-style-type: none"> <li>• Experience delivering residential development and construction - preferably in the affordable and market housing sectors.</li> </ul>	
<ul style="list-style-type: none"> <li>• Experience developing and leading teams that deliver programmes of development across multiple sites</li> </ul>	
<ul style="list-style-type: none"> <li>• Experience establishing and maintaining trustworthy relationships with supply chain partners and professional advisors that are current and potential future partners</li> </ul>	
<ul style="list-style-type: none"> <li>• Experience delivering good returns through effective value creation processes and effective project management and risk management</li> </ul>	S
<ul style="list-style-type: none"> <li>• An independent self-starter with a strategic approach to generating leads and innovating in pitches.</li> </ul>	
<ul style="list-style-type: none"> <li>• Experience in closing complex partnership deals and delivering measurable business impact</li> </ul>	
<ul style="list-style-type: none"> <li>• Experience leading a commercial team or function within either a developing housing association or housebuilder/ developer.</li> </ul>	
<b>General Education</b>	
<ul style="list-style-type: none"> <li>• Preferably a professional qualification in a real estate development or surveyor discipline or a related built environment field</li> </ul>	
<b>Equality &amp; Diversity</b>	
<ul style="list-style-type: none"> <li>• Awareness of and a commitment to Equality of Access and Opportunity in a diverse community</li> </ul>	S
<ul style="list-style-type: none"> <li>• Understanding of how equality and diversity relates to this post</li> </ul>	S
<b>Personal Qualities</b>	
<ul style="list-style-type: none"> <li>• An entrepreneurial spirit that embraces change and is comfortable making decisions in ambiguous environment.</li> </ul>	
<ul style="list-style-type: none"> <li>• A self-driven entrepreneurial spirit that embraces change and opportunity</li> </ul>	

<b>Circumstances</b>	
<ul style="list-style-type: none"> <li>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.</li> </ul>	
<b>Physical</b>	
Generally candidates must meet the standard Lewisham requirements for the post	

**DBS Disclosure Required    Basic**     **Standard**     **Enhanced**

(Tick as appropriate – guidance available from your HR Advisor, if a DBS is not required please leave boxes blank)