



ROYAL BOROUGH OF KINGSTON UPON THAMES - ROLE PROFILE

Development Director, Cambridge Road Estate (CRE) Regeneration

Directorate: Growth

Fixed term 2 years (subject to extension), based in Kingston

C04 - £93,615 - £105,315

Context

Our Ambition for the Cambridge Road Estate

Cambridge Road Estate is the borough's largest regeneration programme. It aims to deliver approximately 2000 new homes over the next 10-12 years, including more affordable housing, better community facilities and outdoor spaces and deliver a positive social and economic legacy for residents in Kingston for years to come. The Council is looking for an excellent expert professional who can be part of a once in a generation opportunity to positively transform people's lives by delivering new homes, community facilities, job opportunities and overall health and well being.

Kingston has appointed Countryside Properties UK Ltd as our preferred Joint Venture development partner who will work closely with the council over the next 10-12 years to completely regenerate the Cambridge Road estate. Kingston is committed to following the Mayors guidance for estate regeneration and will put proposals to a resident ballot in the Autumn of 2019. This is a flagship project for the council that will upgrade our housing stock, providing hundreds of affordable homes whilst delivering value back to our Housing Revenue Account as a joint venture partner to betterment of the Norbiton neighbourhood and borough as a whole.



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Kingston is a successful place because throughout its history it has adapted and changed. It has built on its past by embracing the future. The Council wants to continue that journey and has identified the outcomes it wants to strive for with its communities:

- People achieve wellbeing independence and healthy lives
- People prosper and reach their full potential
- A safe and resilient community where everyone is welcome and which supports the most vulnerable
- A network of engaged communities where everyone has a voice and does their bit
- A borough that embraces growth and attracts investment for a stronger and more diverse economy
- A borough of choice and opportunity that has broken the mould to increase housing and jobs
- A sustainable borough with a diverse transport network and quality environment for all to enjoy
- A borough with an identity rich in history, heritage and creativity which drives its future

Why Kingston?

This special place in South West London between the capital and the country has been a Royal Borough longer than anywhere else - it is where the first Kings of England were crowned. Kingston is set to be one of the fastest growing parts of London; and with the arrival of new infrastructure such as Crossrail 2, as well as its award winning Go Cycle scheme is at the forefront of the changing face of our City's transport.

So Kingston is changing with new commercial and residential developments, not just in Kingston Town Centre but in all parts of the Borough; in Surbiton, New Malden, Tolworth and Chessington in the rural south of the Borough. Kingston is a great environment. Kingston itself which has the River, the historic market place and Church, parks and gardens but in all its town centres has something unique to offer.

Kingston's people are well educated, innovative and entrepreneurial; the Borough has been home to great industry and creativity for many years; reflected in assets such as the Rose Theatre, the International Youth Arts Festival, and Kingston University; which boasts the more new graduate business start ups than any other.

The communities of the Borough are in the most part strong, healthy and prosperous. That said, there are people who rely on the Council and other public services to enable them to reach their potential. Like most places, our population is ageing and more people are living longer and so some people need more support to stay independent, safe and well. Kingston is a diverse Borough, not just because of this range of need,



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but because it is home to people from diverse and interesting cultures and backgrounds. Kingston has a large Sri Lankan Tamil community and is home to more people from Korea than any other part of the UK.

Our priorities and values

The Council wants to change its relationship with our communities, our partners and the people we serve. This means:

- Enabling communities to do more for themselves
- Enabling people to be independent and able to flourish
- Enabling good growth for businesses and our communities to thrive
- Enabling our staff to take decisions and be free of unnecessary bureaucracy
- Enabling us to use our resources and assets – human, physical and financial – to the very best effect
- Enabling through services that are ‘publicly designed, not necessarily publicly delivered’

Becoming an enabling council is a key principle that runs through our organisational development and is embedded in everything we do. Underpinning these priorities are the following values:

Innovative:

- Promote a culture that encourages creativity
- Embrace new ideas and ways of working
- Ambitious to push the boundaries to realise potential

Open:

- Respect and recognition - everyone has a voice that is heard and we are all valued
- Collaborative - working together with new and existing partners
- Empowering staff and residents to encourage informed decision-making
- Inspire trust by acting with integrity in all we do



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Smart:

- Commercial savvy and acumen to find solutions and best value
- Agile working
- Customer driven, listening and responding to consistently deliver 'best in class'/excellence

Role purpose

On an initial 2 year term and subject to extension, the CRE Development Director will provide exceptional leadership by involving and inspiring all the partners taking forward the delivery of the regeneration Cambridge Road Estate (CRE) programme and help deliver Kingston's single biggest regeneration project in 50 years. This key post will position the council at the cutting edge of housing and regeneration in London and across both the industry and government. You will be commercially astute and responsible for promoting excellence in design, place making and innovative engagement to ensure the regeneration programme is supported by residents towards the delivery of successful voluntary ballot in autumn 2019 and ensure a smooth masterplanning process towards gaining planning consent in summer 2020.

If you join Kingston Council as part of our Corporate Leadership Group you will play a key role in achieving these ambitions.

The Council is focused on progressing its thinking to deliver the best possible outcomes for its communities. To do this the Council needs people who thrive in a collaborative organisation, and who can work corporately across complex networks - providing strong operational leadership within a strategic context.

The CRE Programme Development Director will have three main areas of focus:



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- A corporate leadership focus in successfully spearheading and delivering the CRE regeneration programme working as part of a wider organisational network that supports the council's ongoing transformation
- A management focus, with leadership responsibility for services, resources and people
- A locality focus as part of the Council's Neighbourhoods model.

The role reports directly to the Director of Growth and is directly responsible for the Cambridge Road Estate Regeneration programme.

Programme Delivery

- Leads on the development and delivery of the CRE regeneration programme to enable the Council to achieve the delivery of approximately 2000 homes and affordable housing targets set by the Mayor of London.
- Accountable for leading and managing specific Council services at a tactical delivery level, providing professional expertise, leading on a complex programme or the commissioning of services for the Council.
- Oversees viability modelling of the CRE project by phase, including securing planning, political buy in and financing in line with HRA modelling.
- Leads, manages and commissions multi disciplinary teams and ensure a strong client interface on all commercial regeneration activities on CRE including negotiations, implementation of strategic land acquisitions lead representative at land inquiry and appeals.
- Develops strong relationships with Countryside and the JV partner and is the councils primary client contact for all activity at CRE.
- Operates within a commercial environment leading on negotiations with developers and landowners to develop schemes and achieve best value for the Council.
- Manages the governance, servicing, operation and function of the CRE executives group, project board and JV board.
- Positions the CRE regeneration and Kingston within the wider subregion to ensure we secure profile and resource to meet our regeneration ambitions.
- Maintains strong relationships with senior leadership team at RBK and elected members especially Portfolio Holder for Housing, Ward councillors and the Leader and also key external partners including the GLA officials and other strategic stakeholders.
- Horizon scanning 1-3 years; implement best practices, design and oversee governance and seek out the latest thinking and innovation within the CRE regeneration programme.
- Provide strong leadership and programme management and guidance regarding the allocation of resources, risk management, change management and behaviours within a specific service area.

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- Delivers effective and coordinated stakeholder engagement on the CRE regeneration schemes including community involvement and buy in to the masterplanning process through to on site delivery.
- Ensures maximum community benefit is secured through the planning process by working collaboratively with developers and colleagues throughout the planning and development process.
- Leads on the introduction of high quality public reports to the council committees, boards and public/CPO inquiry.
- Assists in the review and inputs into project and budget monitoring of the HRA Business plan to ensure the optimum investment in new affordable housing and best use of Council assets on the CRE.
- Ability to manage significant range of project programme and work streams within timetable, budgetary envelope and performance management framework.
- Secures funding from the GLA and others sources to deliver our regeneration, infrastructure and housing priorities at CRE.
- Manage and have responsibility of a service delivery budget in excess of £1million in expenditure whilst overseeing a programme with a total investment of over £500 million into the borough.

Equality and Diversity

- Embeds issues relating to equity, equality and diversity into all aspects of professional and managerial role, including service delivery.

Corporate Activities and Responsibilities

Leadership

- As a member of the Corporate Leadership Group, plays a key role in the collective leadership of the Council, providing the constructive leadership needed to create the conditions for success and working across organisational boundaries.
- Provides effective project leadership to ensure that cross-cutting and service-related projects achieve desired outcomes.
- Provides inspirational and constructive leadership to the **Growth Directorate** to ensure high performance within a networked operating model.
- Facilitates change and innovation, building a working culture that encourages innovative, smart and collaborative working.
- Listens to, and works with colleagues to develop a compelling vision for the service in line with corporate strategy and influences and motivates others to achieve this.



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Commissioning and Performance Management

- Commissions services and activities to secure the best outcomes for service users and deliver optimum value for money, in line with the Council's commissioning and contract management frameworks.
- Translates internal and external intelligence in order to continually adapt and improve the service in line with demand.
- Manages the performance of the service, working with colleagues to define outcomes, set targets and monitor performance, within a culture of continual improvement.
- Develops operational plans that align to strategy, ensuring that the resources within the team are used to best effect and impact.
- Ensures that the best use is made of the Council's resources to secure the best outcomes for residents within the resources available.
- Ensures that the best use is made of financial resources and achieves balanced budgets and income and savings targets, as required.

Customers, Partners and Community

- Builds strong working partnerships across the public, private and voluntary sectors to enable the service to be delivered in an outcome-focused and efficient way.
- Promotes community cohesion and Kingston's commitment to valuing diversity, ensuring the development and implementation of effective social inclusion.
- Works in partnership with Members to improve and develop engagement with residents, helping councillors navigate the organisation and signposting them to the right place to resolve issues.

Digital/New Ways of Working

- Continually looks for ways to improve and modernise our service to customers, including developing and implementing digital/automated processes and eliminating paper wherever possible.
- Champions the use of new technologies, particularly Google, to enable modern working practices to thrive.

Kingston Council requires Assistant Directors and Directors to undertake and support a range of important corporate responsibilities including:

- Data Protection
- Election duties
- Engagement & Collaboration



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- Health and Safety
- Safeguarding – protection of vulnerable adults and children
- Volunteering/social impact
- Complaints handling and investigation
- Emergency planning and business continuity
 - Participates on an on call rota, acting as the Council's tactical manager and taking over from the Major Incident Team (MIT) Officer, when required. Delivers the strategic objectives set by Council Gold. Coordinates and supports the Major Incident Team and other services responding to the emergency incident. Covers all associated activities required as Council Silver (as outlined in the London Emergency Services Liaison Panel - Major Incident Procedure Manual)
 - Owns and reviews business continuity plans and arrangements for their service areas and participates in business continuity training and exercises

NB. The requirements of this post include attending meetings and other events outside normal hours as expected with a post of this nature and the postholder will need to manage their work life balance flexibly to meet the needs of the role.

The Person

In order to successfully deliver the responsibilities of the role, you will need to have:

- Deep and detailed knowledge of principles and practices gained through extensive experience of development and large scale estate regeneration.
- Degree level or equivalent qualification plus relevant experience.



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- Membership of appropriate professional body by examination e.g. CIPFA, RTPI, RICS or evidence of continuing professional development (CPD).
- Excellent communication and networking skills.
- The ability to understand and demonstrate that you are able to adapt the Council's transformational and leadership approach.
- Exceptional leadership skills, modelling a strong performance culture and constructively building achievement, confidence and skills in others.
- The ability to question and challenge conventional thinking, with a continual eye on the bigger picture in terms of the corporate context and external environment.
- The ability to display commercial confidence and acumen with strong financial management skills to bring about demonstrable improvements in efficiency, value for money and income generation.
- A politically astute approach and be able to build high levels of credibility and impact quickly, working within networks to deliver through and with others.
- Understanding of commercial viability in development schemes and how to secure best value from our assets.
- Agility and adaptability in mindset and ways of working.
- Significant experience and a proven track record of achievement in leading and managing housing and regeneration-focused services and activities.
- The ability to work successfully with elected members, partners and key stakeholders including residents, businesses, communities, partner organisations and other public services.
- A willingness to demonstrate commitment to own personal and professional development to meet the changing demands of the role
- A high level of innovation and creativity.

Our leadership competencies:

Leadership

- Inspire a sense of purpose and direction to achieve the successful delivery of outcomes for the Kingston community
- Track record of leading a team, functions, services and programmes of comparable scope, size and complexity
- Ability to demonstrate successful leadership experience and positive outcomes at a senior strategic level within an organisation of similar complexity



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- Ability to build a strong and capable team, confidently setting the direction and clearly articulating the measures of success

Partnering for Excellence

- Proven ability in brokering and leading complex, high level partnerships
- Proven ability to deliver transformational change and achieve improved outcomes through public or private sector partnerships
- Ability to apply commercial judgement to make decisions that will deliver cost efficient and effective results for Kingston Council and the Kingston community

Communication and Influencing

- Demonstrate the sensitivities at operating in a political environment, balancing policy with local needs
- Experience of working successfully with elected Members and navigating a complex political landscape at a sub-regional level
- An ability to understand and respond to the complex, evolving economic and social environment within which Kingston Council operates

Putting the Customer First

- Demonstrate a strong commitment to service excellence, customer care and continuous improvement
- Identify and understand the needs of both internal and external customers by providing excellent customer service in all areas of Council business

Being the Best

- Provide the freedom and support to improve the performance of Kingston by challenging the status quo and providing enough scope for staff to experiment with new or innovative solutions