



L&Q

Development & Project Management Director

Customer & Quality

Salary: £103,271 to £154,907 depending on experience
plus £6,500 car allowance and benefits

Office based and agile working (average 40% London office based)

Working in partnership with Ocean Edge Executive Search

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Introduction

L&Q is one of Britain's leading housing associations, with 105,000 homes across London and the South East, The Midlands and the North West.

We are an ethical, inclusive and values-based organisation with a long-term vision - that everyone deserves a quality home that provides them with the opportunity to live a better life.

Our roots go back to the 'new wave' of housing associations created in the 1960s, born out of a growing social consciousness around housing and homelessness. In October 1963, the combined dream of 32 young professionals to end homelessness, and a total investment of £64, created the multibillion social business we are today. We set out to provide quality, affordable homes for the most vulnerable in society and it is that same fundamental mission that drives us today.

We focus on the needs of our existing social housing residents by investing in their homes, local communities and services. We also create quality homes to suit a whole range of aspirations, incomes and stages of life, for private rent, shared ownership and outright sale.

Our social purpose drives us to deliver quality services to our residents. Not just homes, but also education, training and care and support services. We build aspiration, opportunity and confidence in our communities through our £250 million L&Q Foundation. We believe everyone should have the same chances in life no matter where they live.



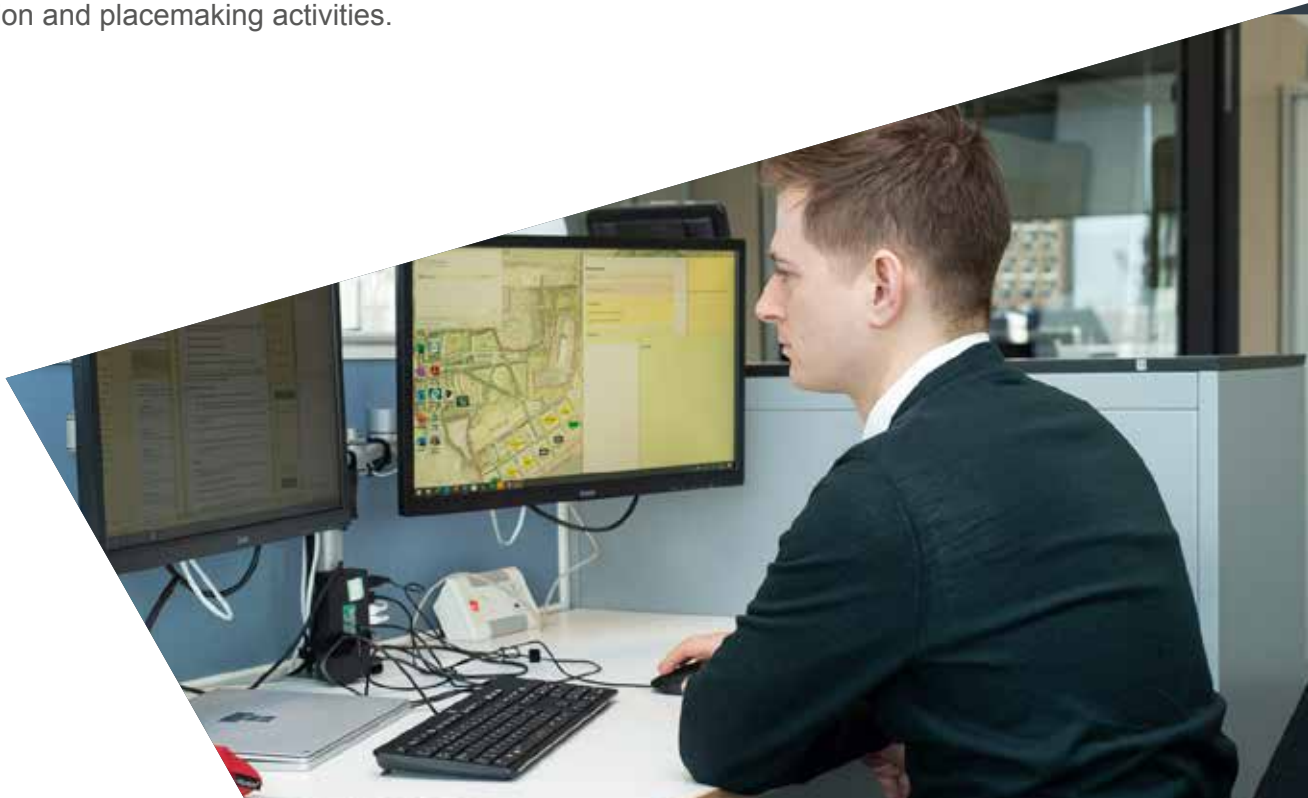
Our Development Ambition

We are one of the sector's biggest developers, completing over 4000 new homes in 2021-22.

Our development directorate has recently completed a restructure in line with our Future Shape Strategy to achieve 3,000 new build home starts per year and a focus on quality, sustainable homes and places where people want to live that enable firm foundations for successful lives, benefiting our customers, our communities and the environment for the long term.

We deliver our homes through a variety of routes – land led opportunities built by our in house or external contractors, section 106 packages, joint ventures and as master developer on strategic projects such as Barking Riverside. Our Future Shape Strategy will ensure that 50% of our homes built or funded will be affordable and we will enter more joint ventures and partnerships to achieve our ambitions.

Our Development and Project Management teams in the Delivery Division are responsible for the project management and reporting on a portfolio of contracted and in-house build projects and joint ventures. Our 'Regeneration' teams in the Growth Division fulfil the same project management function but are deployed on projects where L&Q is also undertaking decant management, regeneration and placemaking activities.



About the role

The Development & Project Management Director – Customer & Quality, is a high profile and vitally important role that focusses on two of L&Q’s most important objectives – Customer Service and the Quality of our Homes.

You will be part of the Senior Leadership team and report into the national Delivery Director. You will have a large team beneath you made up of our Aftercare, Quality and Special Projects teams along with a specialist Project Management function.

The Aftercare team look after the residents moving into our new homes and respond to defects and complaints during the post occupation period. The Quality team ensure that, through thorough inspection during construction, we are offering a high-quality product ready for occupation, and along with their Customer Care team, ensure an excellent customer journey for new residents. The Special Projects team investigate, monitor, and track latent defects and fire remedial projects across the Development division and the Project Management team see our most complex legacy projects through to successful completion. The team is structured such that we can inject lessons from our legacy projects straight back into our new developments, aiding continual improvement, and you will look for the correct strategy to drive this forward.

You’ll have gained your experience in a similar environment (e.g. a public or private housebuilding/ construction/development company) and have a thorough understanding of, and proven track record in, providing high quality customer service along with managing challenging projects through to completion in a large organisation such as L&Q. It is essential that you can demonstrate your leadership skills gained through experience in these areas.

You’ll need to be proficient in foreseeing risk, problem solving and finding suitable solutions rapidly, while considering the financial and commercial impact. It is vital that you have a thorough understanding of housing development, project management and an awareness of statutory legal and regulatory requirements. Ideally including the new Building Safety Act along with Building Regulations, planning and contract law. As well as the ability to demonstrate an awareness of the economic and political challenges that will be faced.

This role requires strong stakeholder management. Excellent resident engagement is crucial here, along with your ability to work closely with our internal stakeholder teams such as Finance, Sales, Property Services, Housing Management and external consultants, contractors and developers. Your ability to work collaboratively will be critical to success, so we are looking for excellent communication, networking and relationship management. Reporting skills is also an essential criterion, as your reports will be used to update the business and inform important stakeholder of the progress of our projects, ensuring they are progressing within set agreed targets and providing vital information if delayed.

Role profile and Job Description

Development & Project Management Director – Customer & Quality

Permanent & Agile Contract (average 40% office based)

Base Office: West Ham Lane, London, E15

Salary: £103,271 to £154,907 depending on experience
plus £6,500 car allowance and benefits

Team: Customer & Quality

Reports to: Delivery Director

Role overview

Development & Project Management Director – Customer & Quality

Responsibility for end results:

- To lead allocated Customer & Quality team.
- Accountable for implementing the Group's growth strategy that delivers corporate objectives.
- Accountable for delivering secured and initiated projects that maximise returns, optimise capacity usage, minimise subsidy requirements and deliver a quality product and quality service.
- Accountable for value engineering, delivery and quality optimisation strategies for projects on a programme and scheme-specific basis, ensuring the timely completion of the associated agreements, obligations and consents.
- Overall responsibility for allocated project delivery, Business Plans, budget/KPI's, performance and compliance.
- Ensuring the safe completion of all work across allocated projects within agreed timescales and budgetary constraints.
- Accountable for developing and implementing a high-quality product and service to customers, in line with corporate objectives and driving the highest levels of new home customer satisfaction. Lead the Customer Care and aftercare functions to ensure a consistent, professional, sector-leading interface between the business and the customer.
- Overall responsibility for the overview and coordination of the directorate's Legacy projects programme and project management of allocated Legacy Projects.
- Accountable for all construction related matters for Legacy Projects allocated to your team, from project initiation to project close-out, ensuring the safe delivery of all work across allocated projects within agreed timescales and budgetary constraints.

Main Accountabilities

1. Leadership and management including customer service/ values

Be accountable for your team's day to day activities, driving best practice, whilst setting an example in delivering excellent customer service in line with L&Q values. Lead on strategy, policy, and performance for your service area. Be accountable for the success of L&Q's investment by ensuring the 'Project Lead' role is successfully implemented on projects under your Special Projects team's control/remit. Lead, motivate, communicate with, develop, appraise and performance manage staff to ensure they are fully motivated to achieve best performance. Ensure that poor performance is managed via support, training or disciplinary action as appropriate. Recognise and encourage excellent performance. Lead through levels of management to ensure best practice and quality standards are set and maintained, always having regard for L&Q's values.

2. Strategy/ achieving objectives – Lead the delivery of a programme of Legacy residential projects, leading to effective completion of remedial works and handover of homes. Responsible for ensuring effective delivery through all project stages in accordance with performance targets. Ensure effective Project Team Working (PTW), ensuring delivery proposals are acceptable, risks are manageable, and quality is secured. Support due diligence activities to maximise opportunities and successes. Proactively drive to improvements in service. Responsible for the delivery of directorate targets, including ensuring that the highest standards of customer satisfaction and quality are being achieved. Accountable for third party consultant management. Provide timely, informative and accurate information, in the form of written reports and presentations to a range of parties including Directorate Leadership Team, various L&Q governance groups, Local Authorities, representative groups and the public.

3. Working with others – internal

Lead on internal liaison with other client departments in matters relating to the service, letting and project delivery through Project Team Working and/or agreed governance groups. Regular Liaison with Executive Group members, Senior Leadership Group, Directorate Leadership Team, wider corporate and organisational teams. Full engagement with Directorate Department Leaders & Finance to prepare and deliver a co-ordinated approach to meeting quarterly and annual targets.

4. Working with others – external

Develop, influence and maintain relationships with key stakeholders and partners. E.g. local authorities, planning authorities, investors, house builders, contractors, consultants and agents to facilitate the supply of development opportunities. Work collaboratively with all L&Q teams. Where required, represent L&Q on external working groups, speaking engagements, thought leadership, planning meetings etc. and positively promote the Group.

5. Budgetary responsibility

Propose, manage, and control budgets for activities with the postholder scope of responsibility, including co-ordinating procurement both pre and post contract of consultants. Responsible for tendering for such services and then monitoring forecasting and reporting spend, taking proactive and/or corrective action where appropriate. Ensure that all activities deliver 'best value'. Ensure that departmental activities contribute to meeting directorate business plan and support delivering high quality schemes on time and within budget.

6. Compliance

Ensure H&S, regulatory & governance compliance for areas under the job holder's control.
Ensure L&Q's standing orders are followed, particularly in relation to tendering.

7. Records and systems

Maintain the necessary relevant L&Q records and systems.

8. Risks

Manage risks associated with areas under the jobholder's control. Contribute to creating and promoting a proactive culture to managing and mitigating risks. Ensure that effective controls are in place to highlight and limit risk. Conduct due diligence as necessary.

Financial Responsibility

Drive value engineering and cost optimisation within projects and across the Directorate's programme, wherever possible, whilst delivering to all required quality standards.

People Responsibility:

4-6 direct reports and 60-70 indirect reports

Person specification

The following list of skills, knowledge, experiences and personal characteristics are classed as essential criteria for the role. Please consider how you meet these criteria to help inform your application and interview and don't forget to include this in your personal statement.

- Previous experience in a senior management role within the development/house building/construction sector
- Degree level qualification or equivalent experience
- Excellent analytical and commercial overview skills, alongside an excellent attention to detail and full knowledge of project constraints
- Professional accreditation within a relevant professional institution, RICS, APM, RTPI, RIBA, CIOB or equivalent work experience
- Ability to apply programme management techniques in order to schedule the sequence of build for a scheme
- Demonstrable experience of development and site procurement mechanisms and procedures
- Extensive knowledge of the property market and the factors that influence it
- Good knowledge of Fire Protection, Building Safety, Fire Remediation, Construction Quality and Latent Defects
- A highly experienced people manager, able to lead, motivate and inspire others at all levels to deliver against demanding objectives
- Advanced knowledge of national, regional and sub-regional housing and planning policy
- Proven track record of devising strategies to optimise financial capacity usage in response to changing business needs
- Demonstrable experience of winning new business in a competitive environment

- Commitment to providing high levels of customer satisfaction and demonstrable experience in working positively in customer facing environments
- Extensive knowledge of effectively leading strategic communications associated with planning processes and/or regeneration and development projects
- Demonstrable collaboration, stakeholder management, negotiation and influencing skills at the highest level
- Able to demonstrate strong contract management skills including dispute resolution
- Able to demonstrate extensive financial and commercial acumen, including associated risk management skills at the highest level
- Strong project co-ordination skills and the ability to multi-task and meet deadlines
- Excellent written and oral communication skills
- Presentation and Networking Skills
- Strategic planning skills and knowledge of industry innovation
- Computer literate with a good proven competency in MS Office

Our Commitment to Employees

At L&Q, people are at the heart of our business and our success depends on employing the best people and getting the best from them.

This is why we are committed to developing our people. It's only by investing in a well-trained and motivated workforce that we can continue to prosper and sustain business success.

In addition to our support and training, the successful candidate will have access to our full suite of benefits including;

- 24 days holiday rising to 28 days with length of service;
- annual bonus subject to group performance;
- excellent Pension scheme - pension is doubled up to an employee contribution of 5%;
- an employee assistance programme and non-contributory life assurance.

We are recognised externally for our commitment to inclusion. We are a Stonewall Diversity Champion, a Disability Confident (Committed) employer and have signed the Time to Change Employer Pledge to demonstrate our commitment to end mental health discrimination in the workplace.

Note on Agile Working

Successful candidates will be signing an L&Q contract that defines their role as an 'Agile Worker', which means subject to satisfactory performance and business need, staff are expected work from their base office 40% of their week on average. Staff are able to attend more if they wish. Teams generally work to having some fixed weekly days in the office to allow for collaboration, training, building team culture, etc. Candidates will also be expected to attend site meetings, etc. and so should expect to travel to their development projects.



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





Please email your CV and a supporting statement showing how you meet the role criteria to our recruitment partners Ocean Edge Executive Search at jobs@oceanedge.biz

For an informal chat please call the Ocean Edge Executive Search team on **023 8000 1153**

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