

## Executive Director – Regeneration and Housing

- For an informal discussion about the role please contact Penny Ransley (07549 233685) or Jo Boardman (07834 030501) at Starfish Search, our executive search partner
- To apply visit [www.starfishsearch.com/appointments](http://www.starfishsearch.com/appointments)
- Closing date 5<sup>th</sup> September 2022

## The Role

You are a Hounslow leader, with a responsibility to embrace and lead change; be outcome-focussed; and put Hounslow residents at the very heart of everything we do and every decision we take. You will live and breathe our values and behaviours.

Your professional accountability is the delivery of the administration's ambitions, the Council's corporate priorities, and of course to lead the first-class contribution to these across all services within the Regeneration and Housing Directorate. As a corporate citizen and a 21<sup>st</sup> century public servant, everything you do will explicitly benefit Hounslow residents, and you will lead the transformation of our organisation in line with that ethos. You will of course reach beyond your professional disciplines and work across boundaries, within the organisation and well beyond. An inclusive leader, you will have a relentless focus on equality and diversity, both in terms of achieving outstanding outcomes for our Hounslow communities, and in the context of your role as an executive director of a major employer.

Indicative budget: £8m plus £80m Housing Revenue Account and £180m Capital Programmes. Indicative staffing: 455 FTE (including agency staff).

## We are London in one borough and the world in one place

Hounslow is one of the most diverse boroughs in the country - home to 288,200 people speaking 188 different languages – and a gateway to London and the world; well connected and stretching from the centre of town in the East to the counties in the West. We are an axis for global competitiveness as a city and as a nation.

Our economy is one of the largest of any local authority area in the UK. We have a dynamic, industrious and entrepreneurial business community – from the HQs of global brands to cutting edge start-ups – and are leading the way in media, gaming and tech, with a fast-growing creative sector.

Bustling town centres, quality schools – most rated excellent or good – where children exceed expectations, wonderful parks and waterways, and world-class historic attractions make for a great place to live, work and visit.



## We are a nationally recognised local authority

In 2021 and 2022 Hounslow was shortlisted for numerous high-profile public sector awards, recognising our work as an outstanding Council.

In November 2021 we were named **Council of the Year** by the Local Government Chronicle.

Our 2022 triumphs include:

### **MJ Awards – shortlisted**

- Better Outcomes – Community Solutions
- Digital Transformation

In 2021 we were also:

### **LGC Awards – shortlisted**

- Future Places – highly commended
- Best Organisational Development initiative – highly commended
- Team of the Year (Leisure Transfer)

### **Public Service People Managers Association Awards – Winner**

- Best Workforce Transformation Initiative



## Our Priorities – to Borough Council in September 2022

### A Greener Hounslow

Where people live in a sustainable borough, where clean air, environmentally conscious transport options, employment in green jobs, and access to green spaces improves wellbeing

### A Healthier Hounslow

Where people enjoy good health, live well and independently, and keep active throughout their lives

### A Cleaner Hounslow

Where our borough is clean and litter free, reflective of the pride people have in their communities

### A Thriving Hounslow

Where local people flourish in a borough which is home to good-quality education, training, jobs and successful businesses, and where they live in strong, prosperous communities

### A Safer Hounslow

Where the borough is a safe place with low crime levels and a place in which people feel safe and secure as well

### A Liveable Hounslow

Where people can live in homes that work for them and in neighbourhoods where they can belong, look out for each other, and play a role in their local community

## One Hounslow

- One Hounslow sees the Council wrap services, activity, and resources around our residents rather than organisational boundaries, managerial functions, or administrative convenience
- It is a spirit, culture and approach that shapes how we work, whatever we are doing driven by our five core values
- It recognises that we achieve far more working in partnership with others than we can achieve alone
- It recognises that we believe passionately in public service and are proud public servants

**ONE  
HOUNSLOW**

# These are the Values that drive us

## Lead with Heart

We're here for the people of Hounslow. We work together with them and for them with care and compassion, with patience and in partnership. We put ourselves in other's shoes, remembering that every person is different, and every interaction is a real moment in their lives. We always feel first.

## Harness the Mix

We work together, across disciplines and roles. We talk lots, share our insights, our skills and experience. We're not interested in siloes or defensiveness. We're always open to different approaches, we're flexible and ready to adapt. We break down the barriers between our parts and people to unlock the problem-solving power of our amazing mix of minds.

## Do New

We need to do things differently if we're going to help Hounslow people thrive in the future. Hard work is important but it's not enough on its own. We need to challenge ourselves to break new ground, invent new approaches, try new ideas, keep moving forward and keep improving. That means being ready to stop doing things we've done before. It means taking on risk and backing each other when we take a leap.

## Pass on the Power

The world keeps on changing and we need to change with it. We won't be able to adapt fast enough to the future needs of our residents if we stick to old fashioned command and control. We need to hand over responsibility and give people more power to make decisions and take action themselves. It's about being transparent and straightforward. It's about providing tools and support. But most of all, it's about being ready to trust each other to do the right thing.

## Be a Rock

There's lots to do and people need us. It's up to us to take the initiative. To take responsibility. To stand up and be counted. Everyday. It's about being super focused, effective and efficient. It's about allocating our resources smartly and with good rationale – using data to help guide our decisions. But most of all, it's about having the strength and determination to keep on going through thick and thin.

# Our Behaviours

Lead with Heart

Pass on  
the Power

Harness  
the Mix

Be a Rock

Do New

Always ask yourself how  
a resident would feel

Take pride in the little  
things and show you  
care

Listen to Hounslow  
people, don't assume  
you know

Inspire and support  
rather than  
command & control

Trust people to do  
the right thing, and  
do it right

Share the  
responsibility and the  
credit

Take the initiative,  
bring energy and  
action

Finish what you  
start, never pass  
the buck

Make strong,  
evidence-based,  
decisions

Seek different  
perspectives to solve  
problems and create  
opportunities

Be willing and ready  
to adapt

Always find the  
common ground and  
shared benefits

Nurture new ideas  
and back people  
when they have them

Challenge process  
where it holds us  
back

Test, learn, refine and  
go again





We value diversity in its broadest sense. We're committed to creating an inclusive culture where everyone is able to be themselves, give of their best, and reach their full potential. We believe that a diverse workforce helps us to better understand our communities and deliver the best services for our residents. We want to receive applications from all regardless of age, gender identity, disability, marriage or civil partnership, pregnancy or maternity, religion or belief, race or ethnic origin, sex, sexual orientation, transgender status or social economic background. We want to harness the mix and ensure that everybody can apply and be part of our recruitment processes. We will therefore make reasonable adjustments to accommodate our candidates.

## Key Accountabilities

As the Council's Executive Director for Regeneration and Housing, you will lead the development of sustainable communities, where diverse residents will live, work and flourish. You will lead the Council's approach to place leadership and strategic regeneration so that Hounslow becomes world-leading in this regard.

You will pioneer Hounslow's work on sustainable economic development and inclusive growth, taking a thought-leading approach to community wealth building, harnessing collaborative working relationships with global and local businesses as well as the community and voluntary sector, and other agencies and governmental institutions. You will consistently ensure that our approach to sustainable development secures intergenerational equity and the very best economic, social and environmental outcomes.

As the lead adviser on housing, you will ensure the delivery of an ambitious new housing programme, developing outstanding relationships with developers, and you will ensure that the Council's approach to homelessness and homelessness reduction is compassionate and robust, and that strong collaborative partnerships are maintained to address social and housing needs. You will also ensure the delivery of first-class landlord functions and housing and estates management, and of course that the Housing Revenue Account is managed in line with statutory requirements.

You will ensure that the Council's development management, Town Planning and Building Control Regulatory responsibilities and duties are discharged with the utmost probity and transparency, in line with the Council's constitution and statutory requirements.

## **The top 5 things about you that are most important**

You will bring impressive experience in delivering transformational change both in the context of outstanding service delivery, but as importantly, from an organisational culture perspective.

You will be able to demonstrate that you are a truly inclusive leader and equality champion, able to live our values and our One Hounslow spirit.

You will be expert in relationship and stakeholder management, not least within the context of a political environment, but also as a place leader, delivering with and through partners and people.

Your regeneration track record will be second to none.

Your experience of leading very significant and complex operational delivery sets you apart from your peers.