

# LAND THAT WORKS FOR US

## THE SOCIAL PURPOSE OF LAND FRAMEWORK

### APPENDICES

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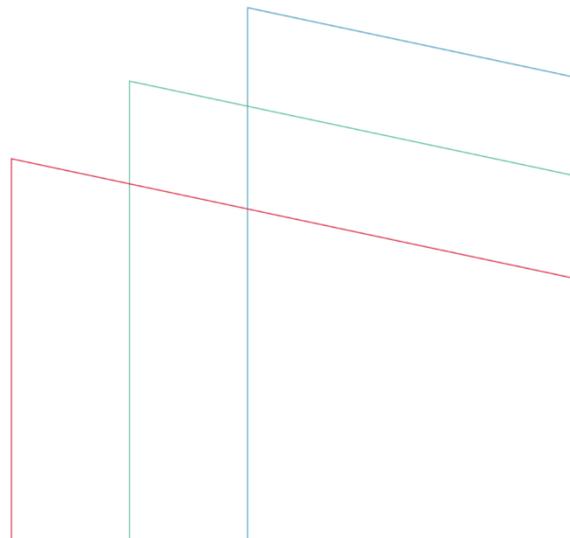
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## APPENDIX 1: POLICY REVIEW

This appendix outlines the findings of a review of relevant existing council policies, examining how they relate to or differ from the proposed Social Purpose of Land Framework (SPLF). It not only illustrates that many of the aims of the SPLF are represented in other policies, but also confirms that the SPLF will fill a gap not currently served by other interventions.

### **CORPORATE ASSET MANAGEMENT PLAN**

The Corporate Asset Management Plan 2021 (AMP 2021) provides the basis for how the council manages its property and land to achieve its corporate goals and good outcomes for residents. The overarching approach aims to use these assets to deliver the Corporate Plan; to make effective use of other council resources, such as money and staff; to recognise the importance of asset income for running high-quality council services; to fully use assets; and to ensure that the council's assets are affordable, cost effective, and value for money. The list of 27 high-level management objectives that guide this approach reflects the wide range of different considerations that the council must balance when managing its properties. Many of these objectives focus on ongoing efforts to ensure assets meet operational need, financial outcomes such as capital receipts targets and rental income, and statutory compliance, and minimise risk.

An objective of direct relevance to the SPLF is the aim to contribute to strong communities by supporting “a network of affordable community-run buildings across the borough that meet the needs of local people and provide high value for money for Southwark residents”. Another objective seeks to implement a “strategy for community premises (including asset transfer arrangements), underwritten by sound asset management practices”.

The AMP 2021 guides work planning for the property and regeneration teams, set out in an accompanying Action Plan for Assets, and ultimately informs the local work plans of individual teams and officers. Decision-making on asset management sits with the cabinet, taking advice from the strategic director, resources; the director, planning and growth; and the head of property, who have some delegated powers to act on the council's behalf. As of the end of 2019, the council's portfolio was valued at approximately £5.4bn, of which operational properties, including housing, made up 80% by value and floor area. Council homes, valued at a total of £3.5bn, were the largest asset class, followed by schools and office space.

## **AFFORDABLE WORKSPACE STRATEGY**

A new affordable workspace strategy (AWS) was adopted by the cabinet in July 2025. This develops the council's approach to affordable workspace and responds directly to a recommendation of the 2023 Southwark Land Commission to establish "affordable workspace hubs across the borough, geared to community need, and funded through private development contributions".

The AWS covers a relatively broad definition of affordable workspace, including small and medium enterprises (SMEs), creative organisations, voluntary and community sector (VCS) groups, and start-ups. In this sense, the affordable workspace provided under the AWS has a significant overlap with the uses that are likely to result from the SPLF. The strategy acknowledges that SMEs and VCS organisations are needed for a healthy Southwark economy yet are unable to pay full market rent, creating a need for some intervention by the council to provide affordable space. Competing for limited workspace in the borough based on who can pay the most will exclude smaller businesses, which are important for a diverse and healthy economy, along with VCS groups which deliver valuable services for residents, often in collaboration with the council.

The strategy also emphasises the benefits of a flexible approach where the outcomes sought from a space, the types of space let out, the types of tenants supported, and the forms of support offered (eg reduced rents vs rent-free periods or help with fit-out costs) can be tailored to the needs of the local area. Similarly, the AWS encompasses various delivery models from enlisting workspace operators to achieve jointly agreed outcomes, to joint ventures with operators, or direct delivery by the council, with the preferred model matched to the nature and aims of individual affordable workspace hubs. There is potential for the approach to include 'meanwhile' spaces as well as more permanent sites.

Another commonality with the SPLF is a strong focus on equity and the use of assets to support those who are most likely to have been previously excluded from the local economy. Aligned with the Southwark 2030 goal of a strong and fair economy, the AWS includes objectives around equity, among them creating more equitable access to workspace and supporting cohorts with the most obstacles to usually securing space. The proposed affordable workspace hubs aim to create opportunities that narrow inequalities across Southwark and "support businesses and enterprises which typically haven't secured the financial backing or achieved maturity to survive in the open market (i.e. voluntary and community sector)".

To better identify which organisations need affordable workspace, the council will undertake stakeholder engagement in the form of targeted surveys, discussions, and workshops with key stakeholders. This will generate an expression of interest (EOI) list “to build a database of businesses and voluntary and community organisations that may need space imminently or in the near future. This database will also provide evidence to support projected demand and required typologies.” Given the overlap in aims, the proposed EOI list may prove a useful input into the process to determine local needs where the SPLF is applied in the coming years.

The strategy proposes a financial model that reflects the current limited room to manoeuvre in the council’s finances, creating an affordable workspace fund that will be fed by developers’ Section 106 contributions from new development over time (given instead of on-site affordable workspace). The council will proactively seek contributions in lieu due to the economies of scale made possible by pooling the contributions of multiple developers to invest in a single affordable workspace hub. The affordable workspace hub will be expected to be self-sustaining, covering its revenue spend with its own income each year, implying rents set at a sub-market level but above peppercorn rents.

The AWS is expected to be implemented gradually, as funding flows into the dedicated fund and as hubs are established over time. The definition of affordable rent has not been tightly defined in the strategy, but it will be a sub-market rent adapted to the context of each hub. A first pilot affordable workspace hub is envisaged for a site in Peckham once funding is in place. Initial feasibility studies have already been done, and the council intends to enlist a specialist operator. More generally, operators will be appointed under the AWS based on criteria such as experience, financial sustainability, track record of tenant satisfaction, commitment to social and economic inclusion, ability to engage, and ability to deliver social value.

## **COMMUNITY REVIEW PANELS**

The community review panel (CRP) is a relatively new form of advisory body used in several local authorities, aiming to improve the quality of community engagement on new developments. The concept was first implemented by the [Old Oak and Park Royal Development Corporation](#) in 2018, and has since been implemented by Dacorum, Brent, and Ealing councils and the London Legacy Development Corporation. Southwark council has operated the Old Kent Road CRP since 2020.

The [Old Kent Road CRP](#) is made up of 14 members. Members are local experts who live, work, or spend time in the Old Kent Road area and bring a deep understanding of the

neighbourhood and its needs. The members are recruited to be representative of the area in terms of geography, gender, and ethnicity. They receive training and can reclaim expenses incurred in attending meetings. The membership criteria exclude built environment professionals and those already involved in local amenity societies, such as conservation groups, in an effort to involve people who don't already engage with the planning system. The CRP meets regularly (every 1–2 months) to discuss and advise on specific proposals for new development in the area. Facilitated by external consultants (Frame Projects), CRP meetings are also attended by council officers focused on planning, regeneration of Old Kent Road, and the specific planning proposals to be discussed at each meeting, along with the relevant developers who present their proposals to the panel. Operating costs are funded through developer contributions, with each prospective developer paying a fee of £4,350 + VAT to convene a CRP meeting to hear their proposal.

The CRP's meetings and discussions are summarised in reports, which are published [on its website](#). These contain detailed, high-quality advice on different aspects of proposed developments, such as building design, transport, workspace, and community facilities, and whether these features align well with local needs. The CRP takes place before the developer applies for planning permission, enabling them to refine their proposal based on CRP feedback to improve the quality and chance of approval. In this way, the CRP also begins to address a common critique of public engagement through the regular planning process: that it takes place too late on, when the public is asked to give their views on something the developer has already largely decided on. The CRP is purely advisory, however, with no decision-making power; it is up to developers and the council officers assessing their planning application to ultimately determine how many of the CRP's recommendations are implemented.

The Old Kent Road CRP is a useful comparator model for the proposed neighbourhood land panels (NLPs). It is a successful test case of facilitating high-quality conversations about land and property with a representative group of local people, making use of the broader expertise of people outside the built environment sector. The regularity of the meetings and the attention to training needs for members help to develop a more effective panel. There may be opportunities to seek CRP input in sites where the SPLF is being applied, given the overlap in topic areas, although the model for this integration would need to be developed further. In its 2024 response to the Southwark Land Commission's recommendations, the council expressed an interest in establishing further CRPs "on a geographical basis with a focus on the involvement of under-

represented groups, including young people” and providing training and support for members of these future CRPs.

### **DESIGN REVIEW PANELS**

Design review panels (DRPs) provide independent, expert advice on the design quality of major development proposals. Southwark’s DRP comprises architects, urban designers, landscape architects, and other built environment professionals who review significant planning applications at pre-application and planning stages. While DRPs play an important role in improving the quality of the built environment, their focus is primarily on technical and aesthetic design rather than social outcomes or community priorities.

### **KINGSWOOD ARTS – LETTING APPROACH**

Kingswood Arts is a community arts centre run out of Kingswood House, a Southwark council-owned Victorian mansion at the centre of the Kingswood Estate in Dulwich. Before 2020, Kingswood House hosted a council library and a youth facility, along with commercial office tenants. The building shut its doors in March 2020, due to Covid-19 and the need for essential repairs.

In 2022, the council released an invitation to tender (ITT), seeking proposals from potential partners to operate Kingswood House with a commitment to delivering low-cost or no-cost programming. Workshop participants, familiar with the process, highlighted that the council was not overly prescriptive about the uses and operating model of the building, instead setting broad parameters and leaving room for flexibility to be proposed by interested operators.

The process for selecting an operator informed the SPLF’s proposed EOI model. Following initial engagement, the council ran a transparent two-stage process: an open call for ITTs and a shortlist for full proposals. Bidders were assessed on social value, community benefit, and operational capability, with a mixed panel of officers, members, and community stakeholders overseeing evaluation.

The successful operator was granted a full repairing lease, with rent reflecting the balance between affordability and social value delivered. No council capital funding was provided, incentivising creative, sustainable business planning. Kingswood Arts later led community engagement to shape its activities around local needs. The process demonstrates how open competition, grounded in social outcomes, can deliver trusted, community-led use of public assets.

## **NEIGHBOURHOODS PROGRAMME**

Southwark's new Neighbourhoods Programme divides the borough into 10 neighbourhoods, designed to reflect how residents understand and identify with their local areas. Each neighbourhood will have a community plan, shaped by residents' priorities and coordinated by a neighbourhood champion (the ward councillor). Engagement to confirm neighbourhood boundaries and develop community plans began in summer 2025, and includes local events, online input, and regular community meetings.

Information gathered through neighbourhood engagement for the Neighbourhoods Programme can help define local needs for the SPLF. Conversely, lessons from the SPLF process can feed into the neighbourhood community plans.

## **PREMISES PLAN (COMMUNITY SOUTHWARK)**

*Community Southwark VCS Premises Project: Learning and Recommendations (2025)* draws on the first year of its Premises Matching project, engagement with VCS tenants, and research into community asset management models. The report identifies the systemic barriers that VCS organisations face in accessing and managing affordable space and sets out clear recommendations for how the council can build a fairer, more transparent approach to allocating and supporting VCS premises.

Premises issues affect VCS organisations of all sizes, but the most acute needs are among small and emerging groups (especially those led by black, Asian and minority ethnic communities) working with residents facing multiple disadvantages. Affordability, rather than availability, is the main constraint.

The plan calls for the creation of a defined VCS property portfolio with transparent allocation criteria, rent subsidy structures, and dedicated management capacity within the council. It recommends a standard community lease model where rent reductions are offset by demonstrable social benefit. The report emphasises involving VCS representatives early in planning and developer agreements, particularly in shaping new community spaces secured through Section 106 agreements.

Community Southwark also highlighted the need to address structural inequities in access to space, including the lasting impact of racial and economic inequality. The plan advocates for a VCS premises repair fund, a consistent rent subsidy framework, and the use of Community Infrastructure Levy (CIL) and Section 106 funds to cover capital and revenue costs. It further recommends using the proposed Community Empowerment

Fund, as recommended by the Southwark Land Commission, to help VCS groups secure and manage space.

The premises plan and SPLF share a common ambition: to use public assets to strengthen community infrastructure, particularly for those historically excluded from land and space. The plan's proposed governance model – transparent criteria, community involvement, and recognition of structural inequalities – is a useful precedent for the SPLF's approach to participatory, outcomes-led asset management.

### **RIGHT TO GROW**

In January 2025, Southwark became the first London borough to adopt a Right to Grow, which commits the council to supporting residents to use suitable unused council land for community food growing and greening projects. The policy signals a shift from gatekeeping to “saying yes in principle”, with officers helping groups identify suitable sites and navigate practicalities (eg water, access).

The move aligns with the national Incredible Edible campaign to give communities a clear route to use suitable public land for growing, and with London-wide recommendations encouraging boroughs to support new meanwhile and permanent growing spaces. Southwark's Right to Grow approach is still being developed and operationalised, but the policy intent is to start with people and projects and then match them to suitable land, working with other civic landowners (NHS, TfL, Network Rail, faith estates, housing associations) where possible.

### **SOCIAL VALUE FRAMEWORK**

Adopted in 2025, Southwark's Social Value Framework defines the council's approach for securing social, economic, and environmental benefits through procurement. The framework aligns with the Public Services (Social Value) Act 2012.

Southwark's Social Value Framework combines measures from the Open Access TOM (Themes, Measures, Outcomes) System (OATS) with Southwark-specific measures, for a total of 27 potential measures that contracts can deliver against. Tenders for council contracts will be evaluated against the framework, with the level of weighting set based on contract value (eg for contracts valued over £100,000, 10% of the evaluation will be based on how well the tender responds to the framework). Council officers will select a menu of applicable measures that contractors have to deliver. Measures can be quantified in financial terms and supplemented with surveys and case studies to build a supporting narrative and capture the impact of less quantifiable outcomes.

The SPLF is complementary, rather than duplicative, of the Social Value Framework. Social value, by its definition in the Public Services Act, applies to procurement decisions. The premise of social value is based on capturing a share of public expenditure and directing it to create tangible social outcomes. As a major purchaser of goods and services, social value is a means of leveraging public purchasing power for the public good. Contractors must demonstrate how they will invest in the local community, such as by creating jobs and training opportunities, supporting small businesses, protecting biodiversity, or providing housing advice and initiatives to address rough sleeping.

If social value is about using the council's spending power to achieve wider public benefit, then social purpose is about using the council's land and asset power to do the same. Where the Social Value Framework asks how public money can deliver community outcomes, the SPLF asks how public land can, ensuring that the public estate works as hard as its procurement budget to create lasting social and economic value for Southwark residents.

### **SOUTHWARK 2030**

Southwark 2030 sets out the borough's long-term vision for a fairer, greener, and more connected Southwark, shaped through extensive community engagement. The strategy is built around three guiding principles: reducing inequality, empowering people, and investing in prevention. These principles highlight the council's commitment to increasing resident influence in local decisions, ensuring economic benefits are more widely distributed, and aligning public assets and services with collective societal goals.

The SPLF aligns directly with these principles. It offers a mechanism to put "sharing power" into practice through participatory decision-making; to advance "sharing wealth" by enabling more equitable access to land and spaces; and to live out "sharing purpose" by directing publicly owned land towards outcomes that reflect community-defined needs rather than solely commercial returns.

### **SOUTHWARK PLAN AND UPCOMING REVIEW**

The Southwark Plan (2022) is the borough's statutory Local Plan. It sets out the spatial strategy and policies guiding development and land use in Southwark, defining where new homes, jobs, community facilities, and infrastructure will be delivered. While the current plan remains in force, the council is preparing to commence its formal review, as Local Plans must be updated every five years to reflect changing housing needs, national

planning policy, and local priorities. The next iteration of the plan is expected to reach the Regulation 19 consultation stage by late 2027.

Several policies within the Local Plan align closely with the SPLF; specifically, policies that secure social benefits from new development. These include the protection and provision of non-residential social infrastructure and the use of Section 106 and CIL contributions to secure local benefits.

The Local Plan also sets expectations for public consultation as part of the planning process, through statements of community involvement (SCIs) and development consultation charters (DCCs). While these tools strengthen expectations for engagement and accountability, the planning system itself remains constrained. Developers can still meet consultation requirements and proceed with applications even where there is strong community opposition. Local authorities operate under substantial pressure to meet housing delivery targets, with limited funding to build council homes and the risk of intervention by central government or the Greater London Authority (GLA). As a result, planning decisions are often driven by viability and delivery imperatives rather than long-term social outcomes.

With the forthcoming Local Plan review, there may be an opportunity to secure the SPLF in planning policy, shifting it from council policy into statutory policy.

## **VCS LETTING POLICIES**

While the council currently has some VCS organisations as tenants in its properties, the approach to this letting is handled on a case-by-case basis in a similar way to commercial letting, and the council does not have a dedicated policy in place at present for VCS letting. However, developing a VCS lettings policy is a priority for the council's property services team, as stated in the July 2025 affordable workspace strategy.

The council has increasingly emphasised understanding and meeting the needs of local VCS groups in the past few years. Specifically, it is jointly funding a premises and policy officer position with Community Southwark, the umbrella body for the VCS in the borough. The newly created role is responsible for matching groups with available spaces and liaising with stakeholders to broaden access and identify opportunities for the VCS. (See Section 7 for more information.)

## APPENDIX 2: TERMS OF REFERENCE – NEIGHBOURHOOD LAND PANELS

### **Vision for neighbourhood land panels**

NLPs are representative bodies that collaboratively identify opportunities to use the stewardship of public land to prioritise delivering social outcomes, amplifying community voices, and building local capacity.

### **Role and aims**

#### Role

Each NLP will be an advisory and participatory body that brings together residents, community organisations, local businesses, councillors, and council officers to shape how land and assets in the neighbourhood are used for social purposes. The panels provide a structured forum for dialogue, evidence gathering, and shared decision-making between the council and communities.

Specifically, panels will:

- Define the neighbourhood social purpose mission by identifying local priorities, opportunities, and needs through participatory research, policy review, and deliberation, supported by council officers.
- Review and provide feedback on the council-drafted asset brief, ensuring that proposed objectives and outcomes reflect the neighbourhood social purpose mission and community priorities.
- Evaluate proposals received in response to the asset brief using the evaluation matrix, with support from officers and technical advisers as needed.
- Make a recommendation to the council on the preferred delivery partner or operator, based on alignment with the neighbourhood social purpose mission and the capacity to deliver agreed outcomes.

Note, the council will retain responsibility for formal monitoring of progress and the delivery of outcomes, but the panel will have opportunities to scrutinise the outcomes as reported by officers.

## Aims

- Strengthen trust and collaboration between the council, residents, community organisations, local businesses, and other community stakeholders in shaping the future of pilot assets.
- Provide community insight into the priorities, opportunities, and challenges facing the neighbourhood, helping shape the neighbourhood social purpose mission and guide council decision-making.
- Act as a critical friend in reviewing council asset briefs and evaluating proposals, ensuring that decisions about council-owned assets are transparent, equitable, and aligned with the agreed mission.
- Promote inclusive participation by ensuring that the panel reflects the diversity of Southwark's communities across ethnicity, gender, age, income, ability, and other facets of lived experience.

## Structure

### Term of membership

Two years, with the option to reapply at the end of the term.

### Time commitment

The panel will meet 3 to 5 times per year. The number of meetings depends on the number of sites included in the framework. It is expected that workshops will be held for (1) panel induction, (2) mission-setting, (3) asset identification (not applicable in the initial pilot with council-identified assets). These sessions will typically take place on a two-year rotation. In addition, the panel will convene for (4) asset brief reviews and (5) evaluation and recommendations.

Members must attend regularly; missing two consecutive or three meetings within 12 months without a valid reason may lead to removal from the panel.

### Chair

An annually rotating chair is selected by the panel at the initial meeting.

## Membership

The NLPs will be made up of a maximum of 12 members in total. Members shall include representatives from:

- Voluntary and community sector organisations, including by-and-for organisations.
- Neighbourhood residents, representing different housing tenures and experiences.
- Local businesses and employers.
- Statutory sector organisations such as further and higher education institutions.
- Youth champion (16-22 years of age).
- Council officers.
- Elected members.

As much as possible, members will represent the seven equality strands of age, disability, sex, gender identity, race, religion or belief, and sexual orientation, as well as other groups facing multiple disadvantages such as Gypsy, Roma, Traveller (GRT), refugees, and asylum seekers.

In addition to ensuring membership reflects the seven equality strands, consideration will also be given to socio-economic status, housing tenure, and other factors that shape people's relationship with land and local assets.

Members may represent multiple identities – for example, an employee of a local anchor institution may also be an active volunteer, a local business owner may belong to one or more equality groups, or a council housing resident may also be a faith leader.

### Recruitment

The final recruitment method should be refined in partnership with the council engagement team, but the proposed approach is two-pronged: an open call for applications supplemented with targeted recruitment to ensure the panel reflects the diversity of Southwark's communities.

From the pool of applicants, members can be selected by sortition; by a small independent selection group (ie one council officer, one councillor, one resident, and one other local stakeholder) or organisation (eg Community Southwark); or by a combination of the two (eg six members are selected via sortition and the remaining six through evaluation by an independent group). Regardless of method, selection should balance experience, lived expertise, and representativeness.

### **Open call for applications**

The open call will be promoted through an extensive communications campaign, tapping into planned Neighbourhoods Programme activities and other council

engagement events. Promotion will use multiple channels to reach a wide audience, ideally combining traditional and more creative approaches.

Alongside leveraging local press, council newsletters, social media, and the council website, the campaign should aim to:

- Have a presence in community spaces like libraries, markets, parks and gardens, and community events and festivals, whether through printed materials or via engagement officers.
- Create short video content to be shared via WhatsApp groups and community social media pages (street chats, parent groups, mutual aid collectives, estate newsletters).
- Create posters for display in places that residents regularly visit (shops, cafés, GP surgeries, barbershops, nurseries, places of worship).

Clear, accessible materials will explain the purpose of the panel, what participation involves, and the support available (eg remuneration, childcare, translation, or accessibility assistance). Communications should encourage residents to nominate friends or family who would be well suited to the opportunity, in an effort to reach people who might otherwise not apply. Applicants can submit either written or recorded audio/video applications.

### **Targeted recruitment**

Where membership gaps remain following the open call, targeted recruitment can be undertaken to achieve a balanced and inclusive panel. Targeted outreach will be developed in collaboration with trusted community partners and, where possible, specialist organisations that work with underrepresented groups (including by-and-for organisations).

Targeted outreach may take place in partnership with the Civic Leaders Programme, Citizens Southwark, Black Parents Forum, Community Champions, Community Southwark, anchor organisations' engagement channels, and other partner organisations and networks.

### **Support**

While membership applications are open, council officers will hold online information sessions to give prospective applicants a chance to ask questions.

The first meeting will be a comprehensive induction session. Further training and capacity building requirements will be assessed following the first session, and after new members join.

## Remuneration

To support equitable participation, external panel members (non-council officers) will be compensated for their time. The council will confirm the specific payment arrangements before the start of the pilot.

## APPENDIX 2. JOB DESCRIPTION FOR PRINCIPAL SOCIAL PURPOSE OFFICER

**Directorate:** Sustainable Growth

**Reports to:** Head of Sustainable Growth

**Contract:** Fixed-term, 2 years

### PURPOSE OF THE ROLE

The principal social purpose officer will lead the delivery of Southwark's Social Purpose of Land Framework (SPLF), a pilot initiative that embeds social purpose, transparency, and collaboration into decisions about how council-owned land and property are used.

The role will be the central point of coordination across council departments, neighbourhood partners, and community stakeholders, ensuring that the framework is implemented consistently, credibly, and in line with council policy, legal, and financial parameters.

This post is pivotal to turning Southwark's ambitions for socially purposeful land use into practice. It will support new models of community participation, deliver the framework on pilot sites, and champion a culture of learning and co-production across the council.

### KEY RESPONSIBILITIES

- **Lead the implementation** of the SPLF, coordinating pilot sites from inception through evaluation.
- **Develop and manage processes** for site selection, community engagement, and decision-making, ensuring transparency and consistency across all phases.
- **Act as secretariat** for the neighbourhood land panels (NLPs), supporting recruitment, induction, and operation in line with the agreed terms of reference.
- **Maintain a clear decision audit trail**, publishing key documents (site briefs, recommendations, evaluation summaries) to promote public accountability.
- **Liaise with internal officers** (property, legal, finance, regeneration, planning) to ensure decisions comply with statutory and policy requirements.
- **Commission and manage external partners**, including facilitators, researchers, or evaluators, ensuring value for money and alignment with framework objectives.

- **Coordinate learning and evaluation**, capturing process insights and outcome data to inform refinement and future scaling.
- **Represent the council** at strategic forums (eg the Southwark Land Partnership) and support collaboration with external landowners such as NHS Trusts, housing associations, and community partners.
- **Champion innovation and culture change**, promoting participatory, transparent, and outcomes-focused approaches to land and asset decisions.

## PERSON SPECIFICATION

### Essential skills, knowledge, and experience

- Proven experience in **community development, local government policy, and/or asset stewardship**.
- Strong **programme and stakeholder management** skills. Able to coordinate across multiple teams and external partners.
- Demonstrated experience of **designing or delivering participatory or co-production processes**, ideally involving residents and community organisations.
- Understanding of the **legal, financial, and planning context** of local government property decisions (eg Local Government Act 1972, Landlord and Tenant Act 1954, best consideration principles).
- Strong ability to **balance competing priorities** (eg financial feasibility, social outcomes, and political deliverability).
- Excellent **communication and facilitation** skills, with the ability to translate complex issues for diverse audiences and foster trust across sectors.
- Demonstrated capacity for **data-informed and reflective practice**, including monitoring, evaluation, and learning.
- Commitment to **equity, inclusion, and social purpose** in public decision-making.

### Desirable

- Experience working with **voluntary and community sector partners** on land or social value projects.
- Knowledge of test-and-learn principles, community ownership models (eg community land trusts, co-operatives), and/or social impact evaluation.
- Experience commissioning or managing consultants, facilitators, or evaluators.
- Familiarity with Southwark's strategic context.

## **PERSONAL ATTRIBUTES**

- Collaborative and empathetic leadership style. Able to work across disciplines and build bridges between institutional and community perspectives.
- Proactive and pragmatic, with a focus on getting things done while maintaining integrity and inclusion.
- Comfortable operating in politically sensitive environments, balancing ambition with realism.
- Curious and reflective, sees experimentation and learning as integral to delivery.