



City of Westminster

Senior Development Manager

What we value at Westminster	<p>Westminster City Council believes in creating a fairer Westminster, putting residents first. We will put residents at the heart of our decisions, and campaign for a government that is on their side.</p> <p>We work together to adapt to the changing needs of our communities – resulting in a dynamic atmosphere where ambition, diversity and creativity are celebrated.</p>
Our culture	<p>At Westminster we have a culture of openness, transparency, and integrity – where everyone has the opportunity to thrive and develop to be the very best.</p> <p>The Westminster Way is the council’s commitment to our staff and is underpinned by three pillars:</p> <ul style="list-style-type: none">• Personal development: Everyone has talent. We want everyone to thrive at Westminster and so we take the time to nurture talent – coaching and mentoring our people to be the very best.• Value our people and diversity: Everyone is valued. We embrace our differences, to bring new perspectives to the future challenges of our city.• The Westminster Way of working: Everyone is a leader. At Westminster we encourage everyone to develop themselves to have a growth mindset and an outward looking approach to provide the best service to our residents, businesses, and visitors. We champion modern and agile working and an open and transparent outlook to the way we work. <p>In order to do the very best for our communities, we believe that our workforce should be representative of the people we work on behalf of, our residents. That’s why at Westminster we celebrate and embrace our differences.</p> <p>We are passionate about creating a workplace where all can thrive, and where every single person has the opportunity to develop, grow and to be valued for their contribution.</p>
Portfolio/responsibilities of this role	<p><u>Ways of working:</u></p> <p>Our new ways of working break down structural, project and professional silos, group our team members together around the project outcomes and milestones we are trying to collectively</p>

achieve. Leaders will create an inclusive and supportive environment where our people can realise their potential, actively contribute and work together across these artificial boundaries.

In every role in our team, we need brilliant, energised, and positive people to help bring our ambitions to life.

The leadership team will be ambitious, community, client and outcome focussed, drive momentum and value, recognise and nurture talent.

As a leader, you will:

- Create project and team environments that are positive, successful, and fully inclusive, recognising and supporting growth and opportunity for all team members.
- Use best practice and exceptional communication skills to motivate teams and individuals to create positive work environments where all participants feel valued and actively contribute.
- Use agile working techniques to:
 - Embed genuine, energised collaborative working between all teams
 - Facilitate productive, solution orientated discussion with WCC departments and wider stakeholders
- Set out a clear performance management structure that supports staff to be accountable and take ownership of risks and issues.
- Be responsible for working closely with other leaders to develop, evolve and improve the way teams gel and work together to achieve shared outcomes.
- As the Senior Development Manager, you will be accountable for the success of the project, project environment and for achieving successful project gateways.

Overview of specific post responsibilities:

- Lead and effectively project manage the complete project development cycle from concept to issuing of certificate of making good defects.
- Lead specialists internally and externally to ensure; forecasts, programmes, costs, design and quality standards and timescales are met. Assess and oversee all risks including health and safety are appropriately controlled in a timely manner and WCC's ERs, obligations and targets achieved.
- Establish and manage relationships with developers, contractors, agents, consultants, and property companies.
- Set high standards for self and similar for other internal and external teams and client departments.

- Provide objective and purposeful challenge at project level when reviewing key performance measures.
- Meet deadlines without the need for prompting.
- Work collaboratively as part of the project and in the wider team, supporting peers to achieve mutual objectives.
- Ensure specialist skills within the department are utilised at appropriate times.
- Develop strong, meaningful relationships internally paying particular attention to other key WCC departments outside the Regeneration and Development team.
- Develop strong, meaningful relationships externally to ensure successful delivery of the development programme and the active promotion of all the opportunities afforded by this ambitious programme.
- Engender real team spirit to ensure staff work collaboratively with other team members when part of project teams and other departments within WCC.
- Meet WCC obligations and targets including in relation to social value and the circular economy.
- Review and report as required including providing accurate and timely updates by stage in relation to all aspects of project progress and viability including:
 - Revenue, cost, quality, programme, and fees
 - Minuted design and progress meetings
 - Updated development and project plans
 - Reports to DMT and other internal forums as required
 - Specific risk assessment, mitigation, and transfer reports
 - Specific project reports re performance concerns
 - Support and deputise for the Head of Development as requested

Preparation, Brief, Design & Planning:

- Review and understand the nature of the project, its purpose, timescales, drivers, expected return and value to WCC. Check understanding with Head of Development prior to development and communication of project brief.
- Develop the project brief, including site constraints, design principles, budget, and programme.
- Determine project risk in consultation with others, formalise a strategy to identify, mitigate or transfer and obtain approval in accordance with programme and corporate governance requirements prior to implementation.
- Develop, agree, and communicate a project plan for implementation by stage and monitor and report at design, project meetings and the more formal project gateway reviews and programme boards as required.

- In conjunction with others, define cost plans by stage prior to planning application, lead on its communication and reporting within the project team.
- Work closely with procurement, legal and commercial teams to oversee all relevant procurement activity including supply chain management of consultant/developer appointments, to maximise value for money and supply chain performance on third party spend.
- Work with internal, and external where appropriate, legal advisers to implement the required contractual structures to reflect approved commercial deal and risk apportionment structures.
- Commission and evaluate technical and legal due diligence for the identification and land acquisition of potential development opportunities.
- Ensure client design and technical standards and specifications are robustly delivered throughout the procurement and development processes.
- Ensure community consultation, stakeholder engagement etc. is appropriately addressed and implemented working collaboratively with the Communications and Stakeholder Management Team.
- Ensure where necessary a Rights of Light strategy is determined and implemented in conjunction with Rights of Light consultant and solicitor and negotiate compensatory payments and to secure appropriation as appropriate.
- Lead and manage the preparation and submission of the planning application process to ensure delivery of the planning permission within statutory timeframe, including preparation and negotiation of the Section 106 in consultation with the Local Planning Authority (LPA) and Greater London Authority (GLA) where appropriate.
- Ensure no planning application is made until the required project gateway and approvals are secured. At this stage, ensure that the required detailed cost plan, including the comprehensive assembly of internal costs is completed and all other associated commercial deal structures, legals etc. are fully understood, recommended and agreed if not implemented.

Procurement:

- Procure, appoint, lead, and manage the multi-disciplinary project teams, including architect, town planner and wider consultancy team.
- Negotiate land transactions, including Heads of Terms, Sale/Purchase Agreement, Development Agreement, and internal approvals.

- Lead on evaluation of technical and commercial proposals received from developers and contractor's proposals.
- Procure, appoint, and manage developer and/or contractor organisations as appropriate ensuring contracts are based on approved brief and WCC requirements.
- Ensure the EA correctly administers all contracts and appointments.

Technical Design & Construction:

- Lead on remaining design to be finalised, ensure EA/PM are correctly engaged in overseeing technical designs from developer / contractors and that they meet contract obligations.
- Facilitate the appropriate project gateway review and approval processes including the involvement of the Development Services Team to support and review compliance of the designs, commercial structure, risks and costs in accordance with approvals and business plan.
- Ensure that health and safety and healthy working conditions and behaviours are promoted across all projects, operating within the appropriate regulations, with effective oversight of the management of health and safety from on-site contractors and developers.
- Monitor key performance indicators and deliver feedback through reporting cycle.
- Manage external consultants to ensure they are administering the contract appropriately and delivering a successful scheme under the terms of their appointments.
- Carry out robust change control process and proactively manage disputes utilising expert support as necessary.

Handover & Aftercare:

- Liaise with internal teams to confirm the handover programme within the contract or amend.
- Consult internally prior to issuing new handover programme to understand implications and obtain formal approval.
- Ensure this is communicated in good time by our external consultant to the developer / contractor in order to obtain agreement.
- Manage our external consultant to ensure undertakings regarding time and quality are achieved including all documents etc to the satisfaction of WCC and residents.
- Ensure the project is closed out correctly, a certificate of making good defects (MGD) is issued only when due, last moiety of retention follows, and all files are maintained as required.

Budget Responsibilities: Commensurate with the band and delegated authority.

What do we expect this role to achieve?	<ul style="list-style-type: none"> • An understanding of the ambitions of the organisation and to translate these into projects and programmes that deliver tangible community benefits. • To lead an engaged, driven, and motivated project teams with staff and external consultants and partners keen to deliver results, develop their own skills and collaborate across internal teams and with external partners and stakeholders. • To achieve a change in pace, approach, and culture in the way we deliver development programmes and enable the team to thrive.
Band/Salary range	Band 5
Work style	Agile
Your manager & team	Reports to: Head of Development
	Direct reports: Up to 3
Skills and Experience	<ul style="list-style-type: none"> • Proven track record at senior project management level in the development/construction sector, ideally as an Employers Agent or in a senior/lead client role. • Ability to analyse complex problems, develop business models, investigate and evaluate options and opportunities, advise on full and robust business models, and risk management. • Ability to write and deliver presentations and reports to successfully engage a wide spectrum of audiences, including senior managers and elected members. • Ability to inspire, motivate, coach and develop team members to high levels of performance, and supporting and coordinating high level senior leadership teams. • Proven ability to manage political and cultural issues and deliver project, programme and change management programmes. • Demonstrable experience of establishing and building partnerships and productive working relationships within a political environment. • Commercially focused, with a proven track record of active contract management. • In depth knowledge of procurement, different forms of Building Contracts, service, and development agreements. • Experience of managing Main Contractors and consultants through the successful delivery of projects. • Interest and ability in facilitating knowledge-sharing and professional career development to the wider team. • Ability to establish and maintain scheme budgets and cashflows and financial reporting for projects.

	<ul style="list-style-type: none"> • Able to motivate a team of mixed experience, ability, and confidence and to lead them through the delivery of programmes and projects. • Experience in risk identification and management. • Strong interpersonal, leadership and decision-making capabilities that drives programme delivery, motivated and highly performing teams and high-quality, award-winning schemes. • Ability to analyse data across projects in respect of cost, spend, progress and quality and to present the analysis clearly and take timely actions to mitigate risk to the council.
	<p>Qualifications</p> <p>Degree or professional qualification or equivalent work experience at senior level.</p>
<p>Corporate standards</p>	<ul style="list-style-type: none"> • Resources / Financial Management We expect you to manage delegated budgets, funding, and resources in line with our processes and our Westminster Way. • Values and Behaviours Our values and behaviours are at the heart of everything we do. We expect you to work in this Westminster Way empowering, engaging, and encouraging your teammates to deliver our corporate vision. • Compliance We expect you to ensure legal, regulatory and policy compliance in area of your specialism, identifying opportunities and risks and escalate/report where appropriate. • Equality and Diversity We value equality and diversity as a City Council, and we want you to support and promote this in your day-to-day work.
<p>Additional values and behaviours for Managers</p>	<p><u>People and Service Management</u></p> <ul style="list-style-type: none"> • Role model the Westminster Way: <ul style="list-style-type: none"> ○ Demonstrate inclusive leadership ○ Take the lead in driving initiatives ○ Be proactive in being forward and outward looking, by regularly investing in own development. • Driving forward performance by empowering staff to take the lead. Setting high standards, encouraging improvement and innovation. Supporting the team to achieve by adopting a coaching style of management. • Having regular employee led conversations to develop our people – creating a safe environment for learning, taking time to understand their strengths and motivations, stretching them and coaching them to achieve. • Managing budgets responsibly – planning, monitoring and adapting budgets to respond to changing priorities. • Delivering the Medium Term Plan

- Working within the democratic framework - understanding the democratic process and its role in public organisations, anticipating Member needs and responding to their feedback.

Leadership and Engagement

- Inspiring the team to deliver the corporate vision, embrace change and develop opportunities.
- Delivering the corporate vision – developing and communicating a direction for my service which keeps us focused on delivering the priorities of the corporate vision and makes it central to everything we do.
- Leading change - being realistic, transparent and clear on the challenges. Communicating the reasons for change and ensuring understanding. Inspiring people to get involved, to question, and to take change forward.
- Making difficult decisions – tackling issues proactively and finding solutions, being accountable for the decisions that have been made.
- Engaging staff, communities and customers - winning strong support through effective and regular communication, collaboration and feedback.
- Being commercial – creating opportunities to generate growth, income and maximise commercial potential and value for money for the Council.