



City of Westminster

Senior Commercial Manager

What we value at Westminster

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.

We work together to adapt to the changing needs of our communities – resulting in a dynamic atmosphere where ambition, diversity and creativity are celebrated.

Our culture

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.

The Westminster Way is the council's commitment to our staff and is underpinned by three pillars:

- **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 our people are 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.

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.

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.

Portfolio/responsibilities of this role

Ways of working

Our new ways of working break down structural, project and professional silo's, group our team members together around the project outcomes and milestones we are trying to collectively 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.

Overview of specific post responsibilities

- Provide specialist commercial input into all phases of the project cycle, from project inception to final account stage.
Input with external support will include:
 - Assessment and evaluation of site acquisition opportunities
 - Feasibility cost plans
 - Elemental cost plans
 - Detailed cost plan
 - Value engineering
 - Change control
 - Utilisation of contingency and/or provisional sum allowances
 - Claims
 - Dispute resolution
 - Commercial negotiations and settlements
- Maintain high standards of achievement for self, encouraging similar for others in the department.
- Meet deadlines without the need for prompting.
- Work collaboratively within project teams, others inside and outside WCC, engendering real team spirit and supporting others to achieve mutual objectives.

- Establish and manage relationships with developers, contractors, agents, consultants and property companies.
- Introduce, in a planned manner, standardisation of requirements, specifications, appointments and all documents used by development to introduce consistency and greater efficiency of staff effort.
- Provide objective and purposeful challenge at project level when reviewing key deliverables and key performance measures.
- Challenge the outputs of external cost consultants, EAs and PMs to ensure WCC achieves good value for money in the services it commissions. Support SDM/DMs at project reviews and project meetings, particularly in relation to commercial, pricing and contractual matters.
- Provide detailed project information for funding bids, grant funding and bespoke housing asks from the GLA, relevant government departments and agencies.
- Ensure accurate commercial controls exist in relation to development pipeline, actively supporting further acquisition and development opportunities.
- Facilitate the realisation of opportunities by providing specialist advice and guidance for commercial, budgeting, business planning and modelling.
- Ensure commercial controls are consistently monitored and tested across each stage at project review level, and at key project gateways and report accurately to DMT as required.
- Assist with project and commercial risk management and support SDM/DMs as they implement. Continually keep under review.
- Maintain up to date knowledge and a database on market procurement, frameworks and supply chain engagement strategies to provide value for money for WCC.
- Ensure a database in relation to anticipated outturn costs and explanation of movement per project is created and maintained.
- Review and report as required including providing accurate and timely updates by stage in relation to commercial aspects of scheme viability and commercial performance including:
 - Cost and value
 - Contractual matters including risk
 - Contract variations and claims
- Support and deputise for the Head of Development Services as requested including preparation and presentation of Board and Cabinet reports in relation to projects at all stages.

Preparation, Brief, Design & Planning

- On receipt of a new project, work with SDM/DM and others to define parameters to brief external cost planners and prepare a first feasibility cost plan. Ensure all risks are adequately identified and a realistic timescale is set for the project.

- Responsible for ensuring schemes are appraised, approved and market ready while always protecting the council's interests.
- Support development finance (DF) and others in the provision of financial advice, analysis, options and budget setting process.
- Audit, agree / adjust cost plans with the SDM & development finance prior to presenting to the Head of Development Services and DMT.
- Ensure the first feasibility cost report, cost plan or detailed cost plan is assessed for monthly design meetings, highlight variances for discussion at project reviews, DMT and programme boards as required. Ensure the teams designs to the approved cost and no contingency is used without DMT sign off.
- Support PMO to ensure all programme and project reports reflect the deliverables from approved business case process.
- Attend project gateway reviews, programme boards and project meetings as required and challenge the identification, mitigation, and transfer of all risks particularly contractual, legal and time related.
- Ensure no planning applications are made until sufficient rigorous risk and cost investigations are completed and approved including a semi detailed handover strategy.
- Support others to maximise the value earned for WCC through scenario modelling, excellent controls, challenging forecasting by own departments and external parties.
- Provide advice in respect of disposal strategies ensuring values meet the Council's needs.
- Support the Senior Development Manager (SDM) / Senior Development Finance Manager (SDFM) and others as they work with Housing and Corporate Property in respect of acquisitions and disposals, building and maintaining strong relationships by thoroughly understanding roles and responsibilities.
- Support the SDM / SDFM and others as they work with Finance ensuring consistent commercial and financial understanding, assumptions and alignment of objectives by maintaining a strong working relationship.
- Support the SDM as they work with developers to support existing affordable housing schemes and identify additional opportunities.
- Provide commercial support in structuring entry and exit deals, leading on financial modelling and development financing across multiple schemes.

Procurement

- Ensure all contracts entered into are administered correctly by the department, external consultants, contractors and others as appropriate.
- Work with procurement team and lead if required on major commercial and contractual issues.
- Work with the procurement team to correctly procure, appoint and manage developer and/or contractor

organisations as appropriate ensuring, contracts are based on approved brief and WCC requirements, wider objectives while acknowledging any wider Council financial and commercial arrangements.

- Maintain focus at all times on value for money for WCC including standardised ERs, appointments and other documents and clear line of sight within the contract for handovers in agreement with client departments.
- Negotiate with and/or support negotiation, a wide variety of external contractors, multi-disciplinary teams, partners, suppliers, other organisations and commercial and financial advisers in relation to the department's development and regeneration programmes.
- Negotiate with and/or support negotiation of land transactions, including Heads of Terms, Sale/Purchase Agreement, Development Agreement, and internal approvals.
- Provide support with the evaluation of commercial proposals received from developers and contractors' proposals.

Technical Design & Construction

- Continue to appraise design to achieve project within budget and other value for money and commercial parameters.
- Keep abreast of draft final accounts in consultation with cost consultants.
- Attend strategic review and or project site meetings necessary to remain informed.
- Support SDM/DMs as required to ensure external consultants are administering the contract appropriately and delivering a successful scheme under the terms of their appointments.
- Maintain and review change control processes for robustness, consistency and efficiency. Lead and oversee dispute process at project level.
- Continue to monitor Key deliverables from business case, deliver feedback through reporting cycle.
- Provide commercial assistance to the project teams to pro-actively manage and to formulate and recommend solutions to resolve any claims and or disputes.

Handover & Aftercare

- Lead and oversee final account discussions keeping the project team and DMT fully apprised of negotiation and recommended settlements.
- Ensure all appropriate internal departments are involved and updated and all WCC policies and procedures are followed.
- Ensure adequate change control process are applied in relation to late requirements regarding handovers or specification changes etc.
- Appraise the implications of late changes to understand if there is a more economical way to achieve them outside the contract.
- Ensure complete commercial understanding is communicated should handover slippage occur.

	<ul style="list-style-type: none"> • Ensure the SDM/DM is supported through retention release and end of making good defects (MGD) certificate and further retention release and process is correctly closed and all required files maintained. • Support the team to formulate and recommend commercially and contractually acceptable terms for the resolution of any post completion defect claims. • Support the team to formulate and recommend commercially and contractually acceptable terms for the resolution of any latent defect claims. <p>Budget Responsibilities: Commensurate with the band and delegated authority.</p> <p>Staffing – Up to 2 FTEs</p>
<p>What do we expect this role to achieve?</p>	<p>An understanding of the ambitions of the organisation and to translate these into projects and programmes that deliver tangible community benefits.</p> <p>To lead an engaged, driven and motivated commercial team with staff keen to deliver results, develop their own skills and collaborate across internal teams and with external partners and stakeholders.</p> <p>To achieve a change in pace, approach and culture in the way we deliver development programmes and enable the team to thrive.</p>
<p>Band/Salary range</p>	<p>Band 5</p>
<p>Work style</p>	<p>Agile</p>
<p>Your manager & team</p>	<p>Reports to Head of Development Services</p> <p>Direct Reports: Up to 2</p>
<p>Skills and Experience</p>	<p>Proven track record and appropriate professional qualification of cost management of complex building projects, feasibility modelling, cost planning and risk management, procurement management, contract selection advice and account negotiation.</p> <p>Ability to analyse complex problems, develop business models, investigate and evaluate options and opportunities, advise on full and robust business models, and risk management.</p> <p>Ability to write and deliver presentations and reports to successfully engage a wide spectrum of audiences, including senior managers and elected members.</p> <p>Ability to inspire, motivate, coach and develop team members to high levels of performance, and supporting and coordinating high level senior leadership teams.</p> <p>Proven ability to manage political and cultural issues and deliver project, programme and change management programmes.</p>

	<p>Ability to translate strategic objectives into operational plans.</p> <p>Extensive experience of strategic planning, commercial management and negotiation and negotiations and successful resolution of contractual disputes.</p> <p>Demonstrable experience of establishing and building partnerships and productive working relationships within a political environment.</p> <p>A knowledge of project management and of implementing and settling major contract changes and completions.</p> <p>Knowledge of the issues facing local government and those relevant to service/functional responsibilities, together with the legal, financial and political context of public sector management and the statutory responsibilities of this post.</p>
	<p>Qualifications</p> <p>Recognised professional cost management, development or construction credentials and memberships.</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.