



City of Westminster

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.

Overview of specific post responsibilities:

- Assist / or lead and project manage on the complete project development cycle from concept to occupation.
- Assist the SDM in the pro-active and successful management of multi-disciplinary professional consultant teams and contractors and developer partners across all RIBA design stages from 0 to 7.
- Ensure ongoing compliance with Westminster's Employer Requirements (ERs) on all design matters and ensure the early escalation of any proposed departures to the SDM and DMT for appropriate decision-making and sign-off.
- Assist the SDM to manage the compliance of contractors / developers with their contract obligations on all technical, quality and programme matters and ensure the early escalation of any proposed departures from the client requirements, performance issues or contractual concerns for appropriate decision-making and remediation strategies to be agreed and implemented.

- Facilitate the involvement of the Development Services Team to assist in the effective management of design development in accordance with client requirements, commercial and financial management in accordance with budgets, commercial risk allocation and spend approvals and efficient and effective pre and post completion, handover, and aftercare arrangements.
- Assist / or lead specialists internally and externally to ensure forecasts, programmes, costs, design and quality standards and timescales are met.
- Assess and oversee all scheme risks appropriate to the development, including those risks that remain with the client and those that will be passed to the design team and/or contractor/developer.
- Facilitate the regular monitoring and compliance checking of health and safety across the sites.
- Establish and manage relationships with developers, contractors, agents, consultants, and property companies.
- Set high standards for self and similar for others including external teams and client departments.
- Provide objective and purposeful challenge at project level when reviewing project deliverables and ensure they are delivered in accordance with contractual obligations and Westminster's ERs.
- Review and assess performance of the supply chain in accordance with key performance measures and contractual commitments.
- 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 the appropriate times and in accordance with the approved project gateways.
- Support the SDM and wider team in the delivery of timely and high quality strategic, outline and full business cases.
- Develop strong, meaningful relationships internally paying particular attention to client departments.
- Develop strong, meaningful relationships externally to ensure successful delivery of the development project/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 in relation to social value and the circular economy.
- Provide timely and accurate project update reports in relation to all aspects of scheme progress, issues and risks, programme, and viability:
 - Revenue, cost, quality, programme, and fees

- Minute 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 SDM and others 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 SDM prior to development and communication of project brief.
- Working collaboratively with the Development Services Team, develop the project brief, including site constraints, design principles, budget, and programme in accordance with the approved client standards and requirements.
- Determine project risk in consultation with others, formalise a strategy to identify, mitigate or transfer and obtain approval prior to implementation.
- Regularly facilitate risk register reviews and mitigation plans with the project team.
- Develop, agree, and communicate a project plan for implementation by stage and monitor and report at design, project meetings and project reviews.
- 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.
- Facilitate and support the SDM and commercial team to review consultant and supply chain performance and to enable early intervention and resolution of any potential performance concerns.
- Work with internal, and external parties where appropriate, legal advisers to implement the required contractual structures to reflect approved commercial deal structures.
- Commission and evaluate technical and legal due diligence for the identification and land acquisition of potential development opportunities.
- Ensure client and company design and technical standards and specifications are robustly delivered throughout the procurement and development processes.
- Ensure community consultation, stakeholder engagement and management is appropriately addressed at all key stages of the

project, 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.
- Assist / or 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 LPA and GLA where appropriate.
- Ensure no planning application is made until final business case validation occurs which will require in turn completion of a detailed cost plan, assembly of internal costs and all other associated commercial deal structures, legals etc. to be at least fully understood and agreed if not implemented.

Procurement:

- Assist with the procurement, appointment and management of the multi-disciplinary project teams, including architect, town planner and wider multi-disciplinary consultancy team.
- Assist with the negotiation of land transactions, including Heads of Terms, Sale/Purchase Agreement, Development Agreement, and internal approvals.
- Assist / or lead on evaluation of technical and commercial proposals received from developers and contractor's proposals
- Assist with the procurement, appointment, and management of developer and/or contractor organisations as appropriate ensuring contracts are based on approved brief and WCC requirements.
- Ensure the EA/PM correctly administers all contracts and appointments.
- Assist the SDM in managing the performance of supply chain partners in accordance with their contractual obligations and appointments.

Technical Design & Construction:

- Ensure EA/PM are correctly engaged in overseeing technical designs from developer / contractors and that they meet contract obligations.
- Assist the SDM and wider project team to make timely design and delivery decisions to ensure the project remains on programme and within approved budget.
- Enable the early escalation of issues and challenges that threaten the commercial, financial or programme performance of a scheme, facilitating the commercial team's involvement to mitigate risks and commercial or financial slippage of a scheme.

- 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 (KPIs) and deliver feedback through reporting cycle.
- Manage external consultants to ensure they are administering the contract delivering a successful scheme under the terms of their appointments.
- Carry out robust change control processes and proactively manage disputes utilising expert support as necessary.

Handover & Aftercare:

- Liaise with internal teams to confirm the commissioning, testing and handover programme and requirements within the contract.
- Ensure this is communicated in good time by our external consultant to the developer / contractor in order to obtain agreement.
- Consult internally prior to issuing new commissioning, testing and handover programme to understand implications, process and obtain formal approval and appropriate support from the Development Services Team to assist in the successful transition from construction to management.
- Working collaboratively as part of the project team, ensure that all contractual documentation, completion certificates, warranties and O&M manuals are delivered and stored in accordance with the contractual obligations.
- Involve the Development Services Team at the appropriate project gateways and in accordance with client requirements to facilitate the appropriate determination and implementation of the approved management strategy and solution for the scheme.
- Manage our external consultant to ensure undertakings regarding time and quality are achieved including all documents to the satisfaction of WCC and residents.
- Working with the Development Services Team, ensure the project is closed out correctly in accordance with Westminster's end of defect liability period procedure, a certificate of making good defects (MGD) is issued only when due following completion of the appropriate gateway review, assessment, and confirmation. Any remaining retention will follow and only on receipt of all required contractual documentation and certification.

Budget Responsibilities: Commensurate with the band and delegated authority.

	Direct reports: Up to 2
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 participate in and, where necessary, lead an engaged, driven, and motivated team with staff 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 4
Work style	Agile
Your manager & team	Reports to: Senior Development Manager
	Direct reports: up to 2
Skills and Experience	<ul style="list-style-type: none"> • Degree or professional qualification or equivalent work experience at an appropriate level • 3-5 years experience working as a development manager on mixed use residential new build schemes with a proven track record of successfully managing or assisting in the management of projects from RIBA stage 0 – 7 or part thereof. • An ability to understand and implement ERs and to review and interrogate design, development, cost and construction information for compliance with and departures from the client’s requirements. • A command of written and spoken English which is appropriate for the effective performance of the role. • Skilled in report writing, particularly able to convey complex financial and commercial information in a manner which can be quickly understood by stakeholders outside of the construction industry. • An understanding of construction and contracting sufficient to participate and assist in value engineering processes. <p>A commitment to diversity and inclusivity to help with the continuous development of an inclusive development team at Westminster, and to assist Westminster in leading the way to a more diverse and inclusive construction industry.</p>
Corporate standards	<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.

	<ul style="list-style-type: none"> • 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: • 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. <p><u>Leadership and Engagement</u></p> <ul style="list-style-type: none"> • 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.

	<ul style="list-style-type: none">• 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.
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