



City of Westminster

Housing Investment Programme Manager

What we value at Westminster	<p>Westminster City Council believes in creating a City for All where people are born into a supportive and safe environment, grow and learn throughout their lives, build fantastic careers in world-leading industries, have access to high quality, affordable homes and retire into the community with dignity and pride.</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>The Council’s Housing Directorate delivers essential services to residents across the City, managing a diverse portfolio of over 21,000 homes.</p>

As Housing Investment Programme Manager you will be responsible for programming and assuring the delivery of a prioritised, risk-based 5-year programme and 30-year HRA pipeline (c.£100m) that maximises safety, value for money and lifecycle performance within HRA affordability. You will establish and run a Programme Management Office (PMO) with programme controls integrated finance and performance reporting, risk and issue management and change control, to drive on-time, on-budget, quality delivery, with responsive resequencing from live data. You will also establish a project delivery lifecycle with project gateways that will ensure resident engagement and co-design is integrated into programme delivery and that investment decisions and outcomes reflect residents' needs and priorities. You will also act as lead representative for one of four patches across the borough, engaging with residents and stakeholders as appropriate and representing the Asset Strategy team.

Key functions and duties

1. Programme, monitor and review c£100m of housing investment programmes and projects across Housing to ensure they are delivered to time, cost and quality, meeting resident expectations whilst ensuring health and safety, statutory compliance and HRA Affordability.
2. Work with teams across the Directorate to analyse data, insights and outputs to build the 5-year Capital Programme and a 30-year Capital Pipeline for the HRA stock meeting the needs of the HRA Business Plan and Annual Business Plan requirements.
3. Assess a variety of programme inputs, ensuring the Housing Investment Programme is responsive, prioritised, data driven and aligns Council strategic objectives with statutory drivers (e.g. building safety, Decent Homes), local priorities, resident needs (incl. aids & adaptations), sustainability targets and value for money
4. Implement and lead a PMO function for projects, allocating tasks, setting standards, and monitoring the work of project managers and delivery teams to ensure quality and consistency.
5. Establish and embed a Project Delivery life cycle with project and programme methodology, that drives best practice in financial and project management reducing delays and variations.
6. Develop and maintain comprehensive programme management plans, to improve programme certainty, meet deadlines, optimise resource use and reduce risk exposure.
7. Regularly review and check live data, the work of project teams and resident feedback, unblocking

bottlenecks, providing corrective direction and reallocating tasks where necessary to maintain and improve programme performance.

8. Ensure capital risks are proactively managed, escalated, and mitigated through governance, resulting in fewer overruns and increased programme certainty.
9. Implement an integrated financial and performance reporting approach working with Finance and other teams, to enable forecasting, cashflow, whole-life costing and affordability checks linked to HRA Business Plan assumptions.
10. Design and implement enabling policies and procedures for project delivery, including finance, risk and performance, taking into account existing or future Council and wider policies and strategies and implement required changes at pace
11. Direct and oversee project managers in applying Programme change control processes, providing guidance and checking compliance with agreed standards to ensure scope, costs, timelines and benefits stay under control.
12. Be accountable for reporting on programme performance and delivery and provide authoritative advice to senior stakeholders, ensuring decisions and agreements reached directly influence the shape, priorities and compliance of the Council's £100m Housing Investment Programme.
13. Lead the organisation and management of relevant Capital Programme Governance meetings and gateways, ensuring appropriate levels of decision making and oversight.
14. Conduct post-project reviews and lessons learned, driving continuous improvement in quality, safety, resident experience and cost efficiency and embedding into future projects.
15. Strengthen programme management capability and relationships, ensuring close integration with Project teams across the directorate, Finance, HR and Procurement, for effective partnership working.
16. Represent the Council at internal and external strategic forums, including formal Council meetings and high-level negotiations with statutory bodies, contractors and partner organisations, with delegated authority to agree actions and commitments that have significant implications for the Council's housing investment strategy.

	<p>Budget Responsibilities</p> <p>Staffing £0</p> <p>Procurement £0</p> <p>Other - Capital housing expenditure programme - £38m</p>
<p>What do we expect this role to achieve?</p>	<ul style="list-style-type: none"> • Programming and monitoring of approximately £100 million of Housing capital works to ensure delivered on time, within budget and to the required quality, meeting resident expectations while maintaining health and safety, statutory compliance and value for money within HRA affordability. • Secure approval for a data-driven 5-year Capital Programme and 30-year HRA Pipeline that are prioritised against Council strategic objectives, statutory drivers (including building safety and Decent Homes), resident needs (including aids and adaptations), sustainability targets and value for money. • Embed a PMO function including a Capital Delivery lifecycle and robust programme plans that reduce delays and variations, optimise resource use and improve schedule certainty across projects. • Strengthen transparent governance and financial control through integrated finance and performance reporting, proactive risk and issue management and disciplined change control, enabling faster evidence-based decisions and keeping scope, costs and benefits under control. • Drive continuous improvement and delivery capability by embedding lessons learned, resolving bottlenecks using live data and resident feedback, and deepening partnership working with Project Teams, Finance, HR and Procurement to lift portfolio performance.
<p>Band/Salary range</p>	<p>Level 4</p>
<p>Work style</p>	<p>Agile and flexible working conditions</p>
<p>Your manager & team</p>	<p>Reporting to the Housing Investment Programme Lead, within the Asset Management Team</p> <hr/> <p>Number of employees reporting into this role: 0</p> <p>None – however there are plans to put into place future placements so this may change</p>

<p>Experience</p>	<ul style="list-style-type: none"> • Experience setting up, implementing and leading a construction/ capital delivery focused project and programme management function • Significant experience working with and advising teams on developing project documentation including developing client requirements for construction projects • Experience of leading others to make decisions around risk management and mitigation • Experience managing or providing supervision for team members outside direct control • Experience writing briefings and reports for senior stakeholders internal and external to the organisation • Experience reviewing and condensing large, complex volumes of information and distilling risks, issues and next steps • Experience of implementing change management in relation to new processes and procedures • Experience of engaging with residents, staff and stakeholders to gain buy in for new processes and procedures • Relevant experience of public sector finance management, capital delivery and property • Ability to implement a learning culture and mentor staff to deliver change management • Experience leading projects and programmes teams to collect and disseminate Lessons Learned, identifying key areas of improvement to be captured. • Strong working knowledge of procurement and contract management, including frameworks, compliance and supplier performance. • Demonstrates a commitment to teamwork with others across teams to achieve results together and an ability to work effectively within multi-disciplinary teams
<p>Skills</p>	<ul style="list-style-type: none"> • Ability to make decisions autonomously within frameworks and process • Ability to negotiate and influence with junior and senior members of the team or not under direct management control, advising, mentoring, leading and managing up where necessary

	<ul style="list-style-type: none"> • Good analytical skills with the ability to work with figures and statistics, consider options appraisals and make informed decisions • Ability to demonstrate effective presentation skills in internal and external meetings • Ability to demonstrate high level organisation skills and ability to work with minimal supervision • Ability to communicate effectively using a variety of methods with a range of audiences including staff, customers, residents, other professionals and members of the community. • Excellent IT skills and strong experience using MS Office, SharePoint, Teams, Power BI, IT software packages including the set up and maintenance of MS Project • Ability to communicate, advise and work with senior stakeholders internal and external to the organisation • Flexibility in approaching a wide range of tasks, from the strategic to matters of detail. • An ability to question proposals and to ensure they evidence value for money. <p>Qualifications</p> <ul style="list-style-type: none"> • Qualification in Project Management and / or Programme Management or demonstrable, comparable industry experience and skills to perform the role. • Construction related certificate / diploma / degree or relevant experience and skills to perform the role.
<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. We would welcome your ideas on the development of outcome-based commissioning models and/or income generation opportunities to help the council receive value for money. • 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.