



City of Westminster

Portfolio Innovation and Performance Manager (*Housing*)

What we value at Westminster

Westminster City Council believes in creating a Fairer Westminster 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.

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 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

The Council's Housing Directorate delivers essential services to residents across the City, managing a diverse portfolio of over 21,000 homes.

As Portfolio Innovation and Performance Lead you will be responsible for turning resident needs and asset data into portfolio-level decisions that maximise safety, value and lifecycle performance. You will lead transformative reviews across the housing portfolio, working with teams across the Council, shaping where we invest, redesign, repurpose, or retire assets, and innovating how programmes are delivered. 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. Spearhead the portfolio strategy for translating resident needs, compliance duties and asset and performance data into portfolio level reviews utilising a range of methods including business cases, scenario modelling, to ensure safer, fit for purpose homes and prioritisation of HRA resources.
2. Ensure Housing asset policy, strategy and plans across the directorate are up to date, co-designed with residents and set out evidence based integrated delivery plans to reduce duplication and ensure joined up outcomes at a strategic level across the Borough.
3. Oversee the production of performance measures and data to understand service quality and continually co-develop and refine these with the Directorate to evidence service quality and steer effective delivery of housing asset functions (repairs, planned works, compliance), so residents receive safer homes, faster right-first-time fixes and transparent communication.
4. Provide expert advice on asset interventions, investment planning and pipeline shaping taking into account whole life costs, carbon and social value, strategic drivers and resident needs to ensure a single, reliable and informed view of need, risk, cost and outcomes and ensure the right projects are delivered at the right time.
5. Lead innovation in models of delivery, co-designing pilots, inputting into lessons learned and translating learning into business-as-usual leading to improved delivery routes, smarter project sequencing, lower resident disruption and lower lifecycle costs.
6. Provide day-to-day direction and oversight to project managers and PMO staff, ensuring delivery standards are met and performance is monitored. Mentor, coach and support project teams to build delivery capability and embed a culture of continuous improvement.

7. Lead a lifecycle approach by building scenarios, targets, and archetype pathways with Finance, Programme and Project Teams such as Sustainability resulting in the formulation of standards, component strategies, triggers, prioritisation criteria, and enabling planning cycles and applications for funded proposals to improve HRA affordability and improve project delivery.
8. Take a holistic approach to ensuring all social housing stock is maintained to a high standard whilst in accord with statutory and regulatory requirements and good practice, resulting in compliance with all aspects of CDM and Landlord Health & Safety resulting in reduced risk to residents.
9. Be the technical lead for asset data assurance, tracking portfolio performance and assuring asset survey outputs, working with the Data, Quality and Systems team to translate asset data into innovation and change measures for improved resident outcomes.
10. Act as the intelligent client, identifying opportunities and horizon scanning for potential risks, and undertake options appraisals, scoping and commissioning specialist surveys and consultants as required to ensure that the right option for investment is agreed.
11. Provide specialist technical advice, reports and audit trails on a range of sensitive and complex matter to enable informed senior level decision making.
12. Deliver early feasibility work and development of scheme briefs, working closely with the Programme Team, Data team and Project Delivery teams to deliver options appraisals and ensure strategic objectives are incorporated throughout the project lifecycle.
13. Work with teams to seek out investment opportunities and oversee bids for grants and other additional resources to increase investment in the housing stock.
14. Maintain, regularly test and continuously improve decant and major-incident asset protocols defining clear triggers, roles, contact chains and data packs to ensure residents are kept safe and housed, disruption and unplanned costs are minimised, and incident response is fast and coordinated.
15. Build strong, trust-based relationships with a wider range of internal and external stakeholders including residents, resident groups, Councillors, and partnering organisations. Represent the Council confidently at high-profile resident, political and partnership forums, presenting housing asset strategy and progress updates, and gathering insight to inform service design.

	<p>Budget Responsibilities</p> <p>Staffing £0</p> <p>Procurement £0</p> <p>Other £0</p>
<p>What do we expect this role to achieve?</p>	<ul style="list-style-type: none"> • Embedding of resident co-designed asset strategy, plans and practical standards (damp & mould, equality impacts, decarb pathways, archetype/component triggers) to enable a get it right the first-time approach, and improve resident experience. • Reduction in all critical landlord safety actions (gas, electrical, fire, water hygiene, lifts, CDM) on time with auditable “golden thread” evidence—so residents are protected, and regulatory risk is low. • Undertaking of asset reviews and implementation of invest/repurpose / dispose choices using NPV/whole-life value so lifecycle costs drop, high-risk stock is tackled first, and resident satisfaction rises. • Performance data translated into change outcomes, so asset decisions are fast, transparent, and based on reliable need/risk/cost/outcome data. • Input into a resident-centred, options-appraised 5-year investment plan (with a 30-year view) that prioritises safety and value, directs HRA spend to the right places, and demonstrably lowers lifecycle risk and cost.
<p>Band/Salary range</p>	<p>Band 4</p>
<p>Work style</p>	<p>Agile and flexible working conditions</p>
<p>Your manager & team</p>	<p>Reports to the Housing Investment Senior Programme Manager</p> <hr/> <p>Direct Reports: N/A</p>
<p>Experience</p>	<ul style="list-style-type: none"> • Experience building or refreshing a prioritised multi-year investment plan using evidence and scenario modelling. • Experience creating and refining performance measures/MI that improve service quality (e.g., right-first-time, compliance action closure, resident communication). • Experience providing expert options for appraisals that directed the right projects at the right time. • Experience working with programme/project teams from feasibility/brief through delivery to keep strategic objectives and resident outcomes embedded.

	<ul style="list-style-type: none"> • Experience overseeing or assuring compliance activity across housing assets, with demonstrable risk reduction. • Experience acting as an intelligent client: commissioning specialist surveys/consultancy and producing clear, auditable decision trials. • Experience preparing accessible reports and briefings for senior decision-makers, residents and partners. • Experience maximising opportunities for meaningful engagement with tenants to enable and embed high quality and accountable housing asset services • Skilled in framing choices and trade-offs using business cases and scenario modelling (including whole-life value, risk and social/environmental impacts). • Experience working effectively with project and programme teams through the full lifecycle to keep scope, risks, benefits and resident commitments on track. • Experience successfully managing finances and resources, providing value for money and ensuring governance and compliance. Including annual setting of evidence led revenue and capital budgets. • Positive, supportive and dynamic leader with experience of leading change, managing through uncertainty and collaborating to achieve outcomes.
<p>Skills</p>	<ul style="list-style-type: none"> • Developed technical and professional skills and expertise in an assets-based role in social housing and with asset management standards and assurance approaches (e.g., ISO-style principles). • Ability to translate resident needs, compliance duties and asset/performance data into clear portfolio choices and priorities. • Developed understanding of building safety legislation, and experience of ensuring compliance and monitoring performance against statutory, regulatory and best practise requirements. • Ability to work with asset, repairs and compliance datasets to define decision questions, validate inputs with specialists, and turn evidence into clear insights. • Ability to coach others, build capability and foster a continuous-improvement culture

	<ul style="list-style-type: none"> • A comprehensive understanding of the current issues and challenges facing local government as well as the statutory framework governing the sector • Skills in understanding and responding to different perspectives and taking a cross-organisational approach, gained by working in a political or similarly challenging environment • Excellent communication skills and the ability to communicate complex information in a clear articulate and balanced way to a variety of audiences • Good IT skills with a working knowledge of MS Office and relevant databases • Demonstratable innovative approach to problem solving and achieving value for money. • Strong contract management and project management skills.
	<p>Qualifications</p> <ul style="list-style-type: none"> • Degree – or equivalent qualification from an asset management related background e.g. surveying or equivalent demonstrable experience and skills to perform the role • Membership of the Royal Institute of Chartered Surveyors or equivalent
<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.