



**Divisional Head of Repairs & Planned Maintenance**

<p><b>What we value at Westminster</b></p>	<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>
<p><b>Our culture</b></p>	<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"><li>• <b>Personal development:</b> 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.</li><li>• <b>Value our people and diversity:</b> Everyone is valued. We embrace our differences, to bring new perspectives to the future challenges of our city.</li><li>• <b>The Westminster Way of working:</b> 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.</li></ul> <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>
<p><b>Portfolio/responsibilities of this role</b></p>	<p>Our Housing Services are high profile and vital to maintaining and enhancing the City Council’s reputation. As the Divisional Head of Repairs and Planned Maintenance you will be the driving force behind our responsive repairs, cyclical and planned maintenance services.</p> <p>This post holder will be the expert lead for Housing Repairs and Planned Maintenance with responsibility for strategic &amp; operational delivery of this high-quality division within the housing portfolio.</p>

At all times you will have an absolute focus on resident experience, providing strong leadership to ensure effective communication with residents. You will engage with residents for all proposals that may impact on their home, their wider living environment, and their quality of life.

Your vision and passion for creating the very best resident experience and housing repair service will inspire and engage our teams, forging a deep sense of commitment to our mission and purpose. Within the City Council's Housing service, we are determined to apply resident centred best practice to everything that we do, including our repairs service. We are striving to embed organisational learning into every layer of the department, using data, evaluation, and feedback from residents to continuously improve.

You will provide outstanding leadership and direction within the Housing portfolio, contributing proactively to the collective leadership of the service, working collaboratively with members, services across the council, partners and stakeholders to deliver the council's objectives and priorities.

You will lead our existing strategic and operational partnerships and develop new opportunities both within the council and with external partners, to establish a coordinated and integrated approach to the management of the service ensuring that all relevant stakeholders are consulted on programmes and major projects undertaken.

You will lead by example in modelling and embedding the council's values and behaviours to help build a sustainable highly effective service and develop our reputation as a successful council delivering great value for its residents.

#### Key functions and duties

- Provide the strategic and operational leadership, development, direction and management of the responsive repairs, cyclical and planned maintenance programmes. Ensuring delivery of a value for money, quality and resident focused service to a mixed tenure central London portfolio of 22,000 residential properties.
- Support the Housing Leadership Team in setting the strategic agenda, working collaboratively within the service, establishing strategic priorities and overseeing the deployment of resources to ensure that the council's strategic objectives, future direction and values are implemented.
- To oversee delivery and provide assurance and implementation of the city council's Housing policies to ensure delivery of an effective, efficient and resident focused repairs service.
- Be the expert lead in all matters relating to Housing Repairs & Planned Maintenance.
- To lead existing, develop and manage new partnerships and relationships with key stakeholders, contractors and customers, taking a lead in influencing policy developments, informing best practice at a national level and promote this work amongst a wider audience.

	<ul style="list-style-type: none"> <li>• Building and maintaining successful internal and external partnerships, communicating effectively both inside and outside the council.</li> <li>• Responsible for the resolution of all repairs related complaints and Member enquiries within the prescribed timescales.</li> <li>• Drive cultural and organisation change to develop a data led performance culture with a commitment to improving resident satisfaction across all tenures.</li> <li>• Be commercially minded in attracting project finance and driving delivery of projects.</li> <li>• Lead, motivate, coach, and support the teams and individuals, enabling a culture of learning and growth which embodies the “Westminster Way”.</li> <li>• Promote equality, diversity, and inclusion in the delivery of services and in our people management and development approaches, supporting Westminster to become an even more inclusive employer.</li> </ul> <p>Portfolio responsibilities are as follows:</p> <ul style="list-style-type: none"> <li>• Mechanical &amp; Electrical</li> <li>• Property Operations</li> <li>• Repairs</li> <li>• Matrix management of Commercial and Quality Assurance Team along with Divisional Head of Sustainability and Major Works</li> </ul>
	<p>Budget Responsibilities -</p> <p>Staffing £3.9m</p> <p>Income and expenditure of £22m</p>
<p><b>What do we expect this role to achieve?</b></p>	<p>Key outcomes for this role include:</p> <ul style="list-style-type: none"> <li>• A best in class, resident focused, housing repairs and planned maintenance service.</li> <li>• A service that embeds quality improvement throughout, captures, measures and uses data, research, evaluation, intelligence and feedback from residents to continuously improve outcomes.</li> <li>• A service that embeds a learning culture throughout including within its partner contracts</li> <li>• Strong individual and strategic partnerships that deliver timely and quality services to residents</li> <li>• Effective, efficient, and equitable use of our collective resources and workforce</li> <li>• Business support and resilience that supports brilliant outcomes for residents.</li> <li>• Flexible, diverse, competent, compassionate, motivated, creative and skilled workforce</li> <li>• Residents as integral partners</li> <li>• Demonstrable improvement in outcomes for residents</li> </ul>
<p><b>Band/Salary range</b></p>	<p><b>Band 5 Level 2</b></p>

<b>Work style</b>	Agile
<b>Your manager &amp; team</b>	<p>Reports into the Director of Housing</p> <hr/> <p>Direct Reports:</p> <p>Area Repair Manager, South/Central</p> <p>Area Repairs Manager North/West</p> <p>M&amp; E Manager</p> <p>Head of Property Operations</p> <p>Repairs &amp; Commercial Manager</p>
<b>Experience</b>	<p>Work Experience:</p> <ul style="list-style-type: none"> <li>• Substantial experience, evidenced by a track record of success, leading and developing a significant organisational function or service in a large multi-disciplined organisation with comparable scope, budgets and resources.</li> <li>• Significant experience of procuring and managing substantial building services housing related contracts.</li> <li>• Project and Programme management experience within a large service organisation</li> <li>• Demonstrated experience managing a team and/or function including the management of professional staff</li> <li>• Substantial experience and demonstrated knowledge of procurement and supplier relationship management</li> <li>• Ability to analyse financial and performance information, understand the business context and extract key facts to deliver improvement and opportunities</li> <li>• Demonstrated experience within a complex political and service environment with senior managers, and a wide range of other bodies, such a partner organisations, communities, public agencies and statutory bodies</li> <li>• Evidence of successful resources management in a multi-disciplinary environment, as well as a successful track record in managing large budgets, business planning, quality and performance management.</li> </ul>
<b>Skills</b>	<ul style="list-style-type: none"> <li>• 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 the post.</li> <li>• Able to provide leadership and delivery of change with the passion and drive to take services to the next level</li> <li>• A commitment to equality and diversity, both as a leader and a service deliverer, with an ability to demonstrate personal leadership on the importance of diversity</li> </ul>

	<ul style="list-style-type: none"> <li>• Ability to provide visible and supportive leadership, empowering, enabling, motivating and developing the workforce and fostering a positive organisational culture.</li> <li>• Proven ability to manage political and cultural issues and deliver project, programme and change management programmes.</li> <li>• Resident driven – understands the resident needs that will support delivery of the business strategy and implements these where appropriate.</li> <li>• Innovative thinker, willing to look beyond local government solutions to challenges.</li> <li>• Ability to translate strategic objectives into operational plans.</li> <li>• Ability to deploy advanced interpersonal skills to inspire, motivate, coach and develop team members to high levels of performance.</li> <li>• Advanced relationship and stakeholder management skills and skilled in written and verbal communication to influence and engage others effectively.</li> <li>• Excellent financial and budget management skills with the ability to deliver economies through creative and efficient working practices.</li> <li>• Self-developer – acts as a role model, invests time in personal development and encourages others to do the same.</li> <li>• Flexible approach and demonstrated skills in working in partnership with other departments and organisations, acting as a ‘hub’ to coordinate services and specific issues across interested parties.</li> <li>• Excellent commercial skills with extensive experience of identifying new commercial opportunities and driving growth as well as delivering savings and value for money.</li> </ul>
	<p><b>Qualifications</b></p> <ul style="list-style-type: none"> <li>• Building related qualification or equivalent knowledge and experience</li> <li>• Evidence of continued professional, managerial and personal development</li> </ul>
<b>Corporate standards</b>	<ul style="list-style-type: none"> <li>• <b>Resources / Financial management</b> We expect you to manage delegated budgets, funding and resources in line with our processes and our Westminster Way</li> <li>• <b>Values and behaviours</b> 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.</li> <li>• <b>Compliance</b> We expect you to ensure legal, regulatory and policy compliance in area of your specialism, identifying opportunities and risks and escalate/report where appropriate.</li> </ul>

	<ul style="list-style-type: none"> <li>• <b>Equality and diversity</b> We value equality and diversity as a city council and we want you to support and promote this in your day-to-day work.</li> </ul>
<p><b>Additional values and behaviours for Managers</b></p>	<p><b>People and Service Management</b></p> <ul style="list-style-type: none"> <li>• Role model the Westminster Way: <ul style="list-style-type: none"> <li>○ Demonstrate inclusive leadership</li> <li>○ Take the lead in driving initiatives</li> <li>○ Be proactive in being forward and outward looking, by regularly investing in own development.</li> </ul> </li> <li>• 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.</li> <li>• 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.</li> <li>• Managing budgets responsibly – planning, monitoring and adapting budgets to respond to changing priorities.</li> <li>• Delivering the Medium-Term Plan</li> <li>• Working within the democratic framework - understanding the democratic process and its role in public organisations, anticipating Member needs and responding to their feedback.</li> </ul> <p><b>Leadership and Engagement</b></p> <ul style="list-style-type: none"> <li>• Inspiring the team to deliver the corporate vision, embrace change and develop opportunities. .</li> <li>• 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.</li> <li>• 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.</li> <li>• Making difficult decisions – tackling issues proactively and finding solutions, being accountable for the decisions that have been made.</li> <li>• Engaging staff, communities, and customers - winning strong support through effective and regular communication, collaboration, and feedback.</li> </ul> <p>Being commercial – creating opportunities to generate growth, income and maximise commercial potential</p>