



City of Westminster

Head of Major Works

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>The Council's Housing Directorate provides vital services to tenants and leaseholders across the City. As the Head of Major Works, you will oversee our Housing major works Capital Programme, providing strategic and operational leadership. You will develop and provide the</p>

direction to the Major Works team to provide high quality services to our central London portfolio of 21,000 residential properties.

You will ensure the needs of residents are at the centre of planning and delivery, consistently undertaking meaningful engagement in relation to proposals that may impact on their home and their quality of life. You will understand the importance of proactive, effective communication and work closely with Members, including Ward Councillors and Cabinet Members.

As part of this role, you will drive service improvement and lead change across the Major Works function, continually improving the way we invest in our estate and ensuring value for money is an important consideration for our major works programme.

You will foster a strong culture of standards, performance, and accountability, developing a leadership team that is positive, ambitious, resident and outcome focussed and that drives new ways of working.

Key functions and duties

- Lead the effective, high-quality development and delivery of the Housing Capital Programme, overseeing projects from inception through all construction related activities and handover.
- Build a culture of resident engagement and co-creation, eliciting views and preferences to meaningfully shape major works delivery programme, ensuring residents are actively involved in shaping the future of their homes and communities.
- Lead outstanding communications and engagement with residents with regards to projects that will impact on their home and their quality of life, including representing the Council at resident meetings, focus groups and task and finish groups.
- Lead pre-emptive, targeted communication with residents to ensure they are kept up to date about the condition of their home, the lifecycle of its components and schedules for future replacement.
- Be accountable for all planning and construction related activities on the Housing Capital Programme, particularly focused on ensuring projects are properly administered and delivered to the highest quality and standards, minimising cost impact and disruption to residents and driving best value for Westminster City Council.

- | | |
|--|---|
| | <ul style="list-style-type: none">• Work in close collaboration with the Head of Asset Strategy to play a leading role in updating and improving the Housing Capital Programme.• Working with the Head of Commissioning, oversee the strategic delivery contracts in Major Works. Ensure that contract performance is optimised and partnership working is delivering the best outcome for our residents.• Be responsible for nurturing a positive team culture, enabling and embedding team development and progression in line with the Westminster Way, motivating and coaching team members to thrive and perform to the best of their abilities.• Be the capital works construction expert and champion, lead, and contribute to wider special projects and programmes across Housing and beyond as required.• Report on the performance of Major Works at relevant groups and to the Cabinet Member. Continually develop and review performance indicators to quantify and document the success of the service.• Provide appropriate and constructive internal and external challenge, including quality assurance processes, to programmes presented by team members and the service providers/contract partners and ensure projects.• Be accountable to ensure costs are being controlled within budget, whilst ensuring quality standards are being achieved. Prepare and present accurate cost forecasts for the investment programme.• Oversee the monitoring and inspecting of all construction projects to ensure that quality control procedures are being adhered to and that the highest standards of workmanship, management and communication are being achieved as works proceed. This includes ensuring that applications are made for appropriate Planning or licences from Building Safety Regulator or other bodies, ensuring that we discharge any conditions.• Work with the Corporate Health and Safety Team to ensure that healthy working conditions are adopted across all capital projects, operating within the appropriate regulations, with effective oversight of the management of health and safety from service providers/contract partners. Review specific training needs with the Health & Safety Team and ensure appropriate training across relevant teams. |
|--|---|

	<ul style="list-style-type: none"> As a member of the council's senior leadership team, contribute proactively to the collective leadership for the council, working collaboratively with the council's Chief Executive Officer and Leader, other members, services across the council, partners and stakeholders to deliver the council's objectives and priorities.
	<p>Budget Responsibilities - £30 - 40m</p> <p>Staffing – up to 60 FTE and large scale contractor resource.</p>
<p>What do we expect this role to achieve?</p>	<ul style="list-style-type: none"> Develop and implement a comprehensive strategy for resident engagement and participation, with a focus on empowerment and transparency, ensuring that residents' voices shape the outcome of works. Design and deliver a rolling programme of communication and engagement to ensure that residents and other relevant external stakeholders can meaningfully shape the Housing Capital Programme. Lead, motivate, develop, appraise and performance-manage staff to ensure they are fully motivated to fulfil the ambitions of the Directorate and Council, enabling a culture of learning and growth which embodies the "Westminster Way". Lead the planning, implementation and completion of major works projects, ensuring they are delivered on time, within budget, and to the highest standards of quality and sustainability. Comprehensive management of major contracts in place for capital delivery that maximises high quality delivery and value for money for residents and the Council. Work collaboratively with the Head of Asset Strategy to update and improve the capital programme. Lead the Housing Major Works function ensuring clear strategic direction, that best practices are followed, costs are controlled. Oversee, track and report on the progress of all programmes of work. Be responsible for contractor KPI performance, ensuring effective reporting, clearly documenting failures and suggesting remedies and/or recommendations for improvement.

	<ul style="list-style-type: none"> • Develop and implement finance, performance, quality and risk monitoring systems to demonstrate effective transparent and robust management. • Lead the monitoring and inspecting of all construction projects to ensure that quality control procedures are being adhered to. • Ensure the Service Provider designs and works are suitable, practical and can be safely constructed in line with CDM Regulations 2015. • Ensure that health and safety and healthy working conditions are adopted across all capital projects, operating within the appropriate regulations, with effective oversight of the management of health and safety from service providers/contract partners. • Work closely with and provide appropriate, robust and timely reporting to the Programme Board and Core Groups including associated corrective actions.
Band/Salary range	Band 5
Work style	Agile
Your manager & team	Reports into the Chief of Asset Strategy and Major Works
	Direct Reports: <ul style="list-style-type: none"> • Senior Project Manager, Capital Works – South/Central • Senior Project Manager, Capital Works – North/West • Commissioning Manager
Experience	<ul style="list-style-type: none"> • Demonstrable expertise in resident engagement, co-design, and participatory processes, with a focus on putting residents at the heart of service delivery. • 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. • Have an outstanding working knowledge of the construction process and operational sequencing. • Extensive experience of managing all forms of construction contracts and optimising contract performance. • Substantial experience and demonstrated knowledge of procurement and supplier relationship management.

	<ul style="list-style-type: none"> • Comprehensive practical construction knowledge of plant and equipment, products and different ways of working. • Significant experience in designing and documenting ISO processes and procedures. • Experience of working in a partnering environment with TPC Contracts. • Ability to analyse financial and performance information, understand the business context and extract key facts to deliver improvement and opportunities. • Demonstrable 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.
Skills	<ul style="list-style-type: none"> • Inherently collaborative and resident-centred, with a strong desire to involve residents in decision-making and drive positive outcomes for residents, communities and stakeholders. • Excellent skills to foster a culture of trust, inclusivity and continuous improvement. • Able to embed organisational learning into every layer of the department, using data, evaluation, and feedback from residents to drive cultural and organisational change at pace. • Inspirational leadership style with the ability to motivate teams, manage change, and engage senior stakeholders. • Outstanding relationship management and communication skills, using active listening, an empathetic approach and commitment to resolution. • 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. • Able to provide leadership and delivery of change with the passion and drive to improve services. • Ability to provide visible and supportive leadership, empowering, enabling, motivating and developing the workforce and fostering a positive organisational culture. • Innovative thinker, willing to look beyond local government solutions to challenges • Ability to translate strategic objectives into operational plans. • Advanced relationship and stakeholder management skills and skilled in written and verbal communication to influence and engage others effectively • Excellent financial and budget management skills with the ability to deliver economies through creative and efficient working practices • Excellent commercial skills with extensive experience of identifying new commercial opportunities and driving growth as well as delivering savings and value for money.

	<p>Qualifications</p> <ul style="list-style-type: none"> • Degree or equivalent in surveying, construction or engineering • Evidence of continued professional, managerial and personal development
<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>People and Service Management</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

	<ul style="list-style-type: none">• Working within the democratic framework - understanding the democratic process and its role in public organisations, anticipating Member needs and responding to their feedback.
--	--