



# City of Westminster

## Commercial Manager

<b>What we value at Westminster</b>	<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>
<b>Our culture</b>	<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>
<b>Portfolio/responsibilities of this role</b>	<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 achieve. Leaders will create an inclusive and supportive environment</p>

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:

- Provide specialist commercial input into all phases of the project cycle, from project inception to final account stage. Input with external support will include:
  - Assessment and evaluation of site acquisition opportunities
  - Feasibility cost plans
  - Elemental cost plans
  - Detailed cost plan
  - Value engineering
  - Change control
  - Utilisation of contingency and/or provisional sum allowances
  - Claims
  - Dispute resolution
  - Commercial negotiations and settlements
- Maintain high standards of achievement for self, encouraging similar for others in the department.
- Meet deadlines without the need for prompting.

- Work collaboratively within project teams, others inside and outside WCC, engendering real team spirit and supporting others to achieve mutual objectives.
- Manage relationships with developers, contractors, agents, consultants, and property companies.
- Introduce, in a planned manner, standardisation of requirements, specifications, appointments and all documents used by development to introduce consistency and greater efficiency of staff effort.
- Provide objective and purposeful challenge at project level when reviewing key deliverables and key performance measures
- Challenge the outputs of external cost consultants, EAs and PMs to ensure WCC achieves good value for money in the services it commissions. Support SDM/DMs at project reviews and project meetings.
- Provide detailed project information for funding bids, grant funding and bespoke housing asks from the GLA, relevant government departments and agencies.
- Assist with project risk management and support SCM/SDM/DMs as they implement. Continually keep under review
- The commercial manager will produce monthly cost reports, using data provided by external consultants.
- Maintain up to date knowledge and a database on market procurement, frameworks, and supply chain on market engagement strategies to provide value for money for WCC.
- Ensure a database in relation to outturn costs and explanation of movement per project is created and maintained.
- The role will be mainly office based, but there will be a requirement to attend site meetings and inspections across the city.
- Review and report as required including providing accurate and timely updates by stage in relation to financial aspects of viability including:
  - Cost and value
  - Contractual matters including risk
- Support and deputise for the SCM as requested including preparation and presentation of reports in relation to projects at all stages.

#### Preparation, Brief, Design & Planning

- On receipt of a new project, work with SCM and others to define parameters to brief external cost planners and prepare a first feasibility cost plan. Ensure all risks are adequately identified and a realistic timescale is set for the project.
- Responsible for ensuring schemes are appraised, approved and market ready while always protecting the council's interests.

- Support development finance (DF) and others in the provision of financial advice, analysis, options, and budget setting process.
- Audit, agree / adjust cost plans with the SCM prior to presentation.
- Ensure the first feasibility cost plan, cost plan (CP) or detailed cost plan (DECP) is assessed for monthly design meetings, highlight variances for discussion at project reviews, DMT and programme boards as required. Ensure the teams designs to the approved cost and no contingency is used without DMT sign off.
- Support PMO to ensure all programme and project reports reflect the deliverables from approved business case process.
- Attend monthly project reviews and challenge the identification, mitigation, and transfer of all risks particularly contractual, legal and time related.
- Ensure no planning applications are made until sufficient rigorous risk and cost investigations are completed and approved including a semi detailed handover strategy.
- Support others to maximise the value earned for WCC through scenario modelling, excellent controls, challenging forecasting by own departments and external parties.
- Support the SCM and others as they work with finance ensuring consistent financial understanding and alignment of objectives.

Procurement:

- Ensure all contracts entered into are administered correctly by the department, external consultants, contractors and others as appropriate.
- Work with the procurement team to correctly procure, appoint and manage developer and/ or contractor organisations as appropriate, ensuring contracts are based on approved brief and WCC requirements, wider objectives while acknowledging any wider Council financial arrangements.
- Maintain focus at all times on value for money for WCC including standardised ERs, appointments and other documents and clear line of sight within the contract for handovers in agreement with client departments.
- Negotiate with and/or support negotiation, a wide variety of external contractors, multi-disciplinary teams, partners, suppliers, other organisations, and commercial and financial advisers in relation to the department's development and regeneration programmes.
- Provide support with the evaluation of commercial proposals received from developers and contractors' proposals.

Technical Design & Construction:

- Continue to appraise design to achieve project within budget and other value for money parameters.

	<ul style="list-style-type: none"> <li>• Keep abreast of draft final accounts in consultation with cost consultants.</li> <li>• Attend strategic review and or project site meetings necessary to remain informed.</li> <li>• Support SCM and others as required to ensure external consultants are administering the contract appropriately and delivering a successful scheme under the terms of their appointments.</li> <li>• Maintain and review change control processes for robustness, consistency, and efficiency. Oversee dispute process at project level, supporting the SCM where necessary.</li> <li>• Continue to monitor key deliverables from business case, deliver feedback through reporting cycle.</li> </ul> <p><u>Handover &amp; Aftercare:</u></p> <ul style="list-style-type: none"> <li>• Oversee and support the SCM with final account discussions keeping the project team fully apprised of negotiations and recommended settlement arrangements, including other internal stakeholders as required.</li> <li>• Ensure adequate change control process are applied in relation to late requirements regarding handovers or specification changes etc.</li> <li>• Appraise the implications of late changes to understand if there is a more economical way to achieve them outside the contract.</li> <li>• Ensure complete financial understanding is communicated should handover slippage occur.</li> <li>• Support the SCM/SDM/DM as required through retention release and end of making good defects (MGD) certificate. Ensure further retention release and the formal contractual process is correctly closed, and all required files and documentation is maintained in accordance with the contract.</li> </ul> <p>Budget Responsibilities: Commensurate with the band and delegated authority.</p>
<p><b>What do we expect this role to achieve?</b></p>	<ul style="list-style-type: none"> <li>• The role will deliver value to the council through the application of commercial knowledge and experience in the construction industry, to ensure that the council's development projects achieve best value.</li> <li>• The commercial manager will work with the Senior Commercial Manager to develop the knowledge across the programme and on specific projects in respect of commercial and contractual matters.</li> <li>• The commercial manager will develop cost benchmarking, to assist with future investment planning, as well as assisting the project teams in the execution of their duties.</li> <li>• The commercial manager will be integral in reviewing specifications and scopes of service to ensure that the council can maximise the value of projects and assets, working with the wider team to drive effective value engineering.</li> </ul>

	<ul style="list-style-type: none"> <li>The role will demonstrate the council's commitment to delivering value through its development programme, the commercial will clearly communicate the importance of commercial management to all stakeholders, especially external consultants, and contractors.</li> </ul>
<b>Band/Salary range</b>	<b>Band 4</b>
<b>Work style</b>	<b>Agile</b>
<b>Your manager &amp; team</b>	Reports to: Senior Commercial Manager
	Direct Reports: Up to 2
<b>Skills and Experience</b>	<ul style="list-style-type: none"> <li>MRICS and a degree in Quantity Surveying or working towards this qualification.</li> </ul>
	<ul style="list-style-type: none"> <li>3 Years minimum experience working as a quantity surveyor in private practice or for a main contractor, ideally within the residential sector (private or social).</li> <li>Evidence of leading the commercial management of building projects either as a client's commercial representative or as a contractor's surveyor, working with little or no direct, commercial supervision.</li> <li>A command of written and spoken English which is appropriate for the effective performance of the role.</li> <li>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.</li> <li>An ability to interrogate information from a number of different sources and to ascertain the true commercial position.</li> <li>An understanding of construction and contracting sufficient to lead value engineering processes.</li> <li>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.</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><u>People and Service Management</u></b></p> <ul style="list-style-type: none"> <li>• Role model the Westminster Way:</li> <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> <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><u>Leadership and Engagement</u></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>• Engaging staff, communities and customers - winning strong support through effective and regular communication, collaboration and feedback.</li> <li>• Being commercial – creating opportunities to generate growth, income and maximise commercial potential and value for money for the Council.</li> </ul>