City of Westminster

Programme Manager

What we value at Westminster	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. 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 our people are 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	<u>Ways of working</u>: 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 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:
- Play a key role in designing, planning, developing, and delivering the Westminster Development Programme that consists of housing and regeneration projects across the borough and delivering the Council's Fairer City ambitions.
- Support the provision of direction, gateway reviews and governance for partnership working across a diverse rang programmes and projects including external consultants, interim contractors, project and programme staff and subject matter experts to ensure the successful delivery of the Development Programme.
- Support the Senior Programme Manager to set strategic direction of the Council's development portfolio.
- 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, engendering real team spirit and supporting others to achieve mutual objectives.

	- Provide objective and purposeful challenge at project level when reviewing key deliverables and key performance measures.
- Work with others to introduce, in a planned manner, standardisation of reporting formats including controls.
- Managing and successfully delivering a number of projects simultaneously, to manage a range of requirements.
- Be a motivated, open, and engaged manager and leader.
- Support and deputise for the Senior Programme Manager as requested including preparation and presentation of Board and Cabinet reports in relation to projects at all stages.

Specifically for each stage:

- Coordinate and provide the strategic direction for programme boards, managing risks, issues, and dependencies to required quality and within approved tolerances.
- To be responsible for monitoring and reporting the performance and delivery of the project teams to achieve the agreed programmes and to actively manage any programme and/or project related risks and ensuring that progress is maintained.
- To manage and lead on the provision of progress and performance reports and updates information as requested by senior leadership and members.
- To manage the risks, issues and dependencies relating to programmes/projects to ensure timely delivery to the required quality within approved resources.
- Ensure all programme and project reports reflect the deliverables from approved business case process.
- Challenge forecasting by own department and external parties.
- Assist the Senior Programme Manager to provide timely and accurate reports and returns to central government agencies and others as required.

Preparation, Brief, Design & Planning:
- To be responsible for reporting from project initiation, governance, implementation, monitoring, ensuring that programmes are tracked against delivery plans and reported through PMO governance framework and to internal and external stakeholders.
- Identify, bid for and secure external sources of funding for projects.
- Establish and effectively manage the relationships governing these sources of funding e.g. GLA.

Procurement:
- Maintain focus at all times on issues which may affect value for money for WCC. |

	• To collate information to provide strategic direction for programme boards, managing risks, issues, and dependencies to required quality and within approved tolerances. Technical Design & Construction: • Attend strategic, project review and / or project site meetings as required. • Continue to monitor Key deliverables from business case, deliver feedback through reporting cycle. Handover & Aftercare • To be responsible for the closure of projects ensuring that programmes are tracked against delivery plans and reported through the PMO governance framework and to internal and external stakeholders. • Work with others as final accounts are finalised assess / appraise effect on business planning, commitments and obligations. • Produce a close down audit of outturn cost and value in conjunction with the wider team as part of a project review.
	Budget Responsibilities: Commensurate with the band and delegated authority.
What do we expect this role to achieve?	• To provide advanced programme management capability operating across a broader project team, monitor performance, providing strategic advice and ensuring delivery of key outputs, milestones to programme and budget. • Provide regular upward reporting in respect of programme progress, identifying risks early enough to instigate mitigation plans. • Lead the coordination of all project-related monitoring, including forecasting, budget monitoring, scheduling, and approvals in accordance with and WCC governance structures and processes. • To provide accurate and timely advice to project teams, clients, senior officers, and elected Members. • To ensure that projects and programmes are co-ordinated and aligned to the Fairer Westminster strategy and that measurable outcomes are monitored and realised, and targets are met. • To plan and design the programme and proactively monitor its progress, resolving issues and initiating appropriate corrective action. • To ensure robust governance arrangements are embedded in programmes and projects, including effective quality assurance and the overall integrity of the programme.

	• To manage the programme's budget on behalf of the Senior Responsible Officer and provide performance management information to relevant teams and Boards. • To manage both the dependencies and the interfaces between projects. • To ensure robust communications encompassing stakeholders both internal and external promoting and publicising the programme and demonstrating value delivered. • To represent the Council on issues relating to areas of responsibility at all levels both within the Council and externally and to maintain professional relationships with other local authorities, partner organisations, government departments, funders, and other relevant local, regional, and national bodies ensuring that good practice is highlighted, and the reputation of the Council enhanced. • To manage, monitor and control externalised contracts effectively ensuring that Service Level Agreements, service standards and contractual obligations are met. • To understand wider national and government strategies and plans that impact on Housing and Regeneration schemes. • Actively promote value for money, continuous improvement and ensure the service is at the leading edge of service delivery and development.
Band/Salary range	**Band 4**
Work style	Agile
Your manager & team	Reports to: Senior Programme Manager - PMO
	Direct Reports: 3
Experience	• Good experience of initiating and leading major programmes and managing project teams to deliver them within a large, complex, organisation. • Understanding of development and construction projects within a housing and regeneration context. • High level of experience of working effectively to support and co-ordinate high level senior leadership teams. • Experience of working successfully with a diverse range of professions, stakeholders, and elected members. • Ability to analyse and interpret a high volume of complex management, performance, and financial information to make recommendations.

	- Ability to write reports and deliver presentations and reports to successfully engage a wide spectrum of audiences, including senior managers and elected members. - Advanced IT skills in relation to Word, PowerPoint, Excel, Project, Visio, or other project tools.
Skills	- Recognised formal practitioner qualifications in management of portfolios, programmes, project management (MoP, MSP, PRINCE2, certified change management or equivalent). - High level of programme and project management skills, including the ability to consult, plan, monitor and evaluate. - Self-management skills, including the ability to work under pressure and to deadlines and to achieve challenging professional goals. - Ability to encourage and model partnership/collaborative working to achieve shared objectives and synergies. - Ability to enthuse, motivate and equip individuals to deliver required outcomes to a high standard and on time. - Ability to work effectively as part of a number of different teams in a matrix environment. Driving a culture of fast paced delivery in a professional environment. - A personal and professional demeanour which engenders confidence with key partners and Elected Members. - Good of experience in designing and operating with robust governance structures at a programme level, including effective quality assurance and the overall integrity of the programme. - Financial management experience relating to multiple, large, and complex budgets.
	Qualifications Working towards a recognised formal practitioner qualification in management of portfolios, programmes, project management (MoP, MSP, PRINCE2, certified change management or equivalent).
Corporate standards	**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.

Additional values and behaviours for Managers	**People and Service Management**
	
	 • Role model the Westminster Way:
	     o Demonstrate inclusive leadership
	     o Take the lead in driving initiatives
	     o 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.
	 • Working within the democratic framework - understanding the democratic process and its role in public organisations, anticipating Member needs and responding to their feedback.
	
	 Leadership and Engagement
	
	 • Inspiring the team to deliver the corporate vision, embrace change and develop opportunities.
	 • 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.
	 • 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.
	 • Making difficult decisions – tackling issues proactively and finding solutions, being accountable for the decisions that have been made.
	 • Engaging staff, communities, and customers - winning strong support through effective and regular communication, collaboration and feedback.
	 • Being commercial – creating opportunities to generate growth, income and maximise commercial potential.