



Candidate Prospectus

Director of Economy and Skills

June 2022



City of Westminster

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1. Welcome Letter from Debbie Jackson, Executive Director of Growth, Planning and Housing

I am delighted that you are considering this role at such an important time for Westminster.

The City of Westminster is without doubt at the heart of one of the most exciting and diverse cities on earth. It is home to a commercial and cultural centre that rivals that of any other major city, set alongside the nation's parliamentary buildings, the royal household and a huge variety of world-famous landmarks. But the borough also hosts numerous busy neighbourhoods and communities, with a vibrant social scene centred around their cherished high streets and town centres both within and beyond the West End.

I joined the organisation in 2020 and have ambitious plans for the diverse Growth, Planning and Housing Directorate I lead. As the City evolves following the impacts of the pandemic, we have a key role to play to support our residents, visitors and businesses to ensure we take on board the learning of these years. We've experienced new ways to engage with our communities and we know so much more about the inequalities that exist within the City. We need to target our efforts to help those who need it the most for a fairer Westminster. In this exciting position, you'll play a key role in tackling inequality – leading the Council's approach to community wealth building and supporting our residents with training and skills to access higher value jobs. You will lead the administration's approach to supporting the West End's journey out of the pandemic and securing a sustainable economy, which aims to diversify the high street offer. You will also lead the strategy to support businesses up and down our diverse high streets and town centres including Harrow Road, Queensway, Edgware Road, and Kilburn Lane. This role is truly at the heart of the City's future growth and ambition.

At Westminster City Council, we know and value the importance of leadership in our senior roles as you will see in details of the "Westminster Way" outlined later in this Candidate Prospectus. To succeed in this role at Westminster, your leadership style will need to be inclusive, authentic and open, skilled at further developing positive relationships with key stakeholders and capable of engaging and energising the very capable staff group you will be leading. As well as the ability to build, motivate and coach your own team, partnership and collaboration is key – both within and beyond the Council – as you can only succeed in this role with the buy in of others. Indeed, in a challenging financial context, you will need to be nimble and entrepreneurial to leverage maximum input from our work with and through our partnerships. . Your passion for co-production and working alongside local people will be a critical success factor. We know that our communities are the local experts and want to ensure their aspirations are front and centre when rebuilding our economic powerhouse to work better for all our residents.





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This is a really exciting time to join Westminster and to be part of the team responding to our new administration's priorities. If you think this sounds the right challenge for you, I very much look forward to receiving your application.

Debbie Jackson
Executive Director, Growth, Planning and Housing

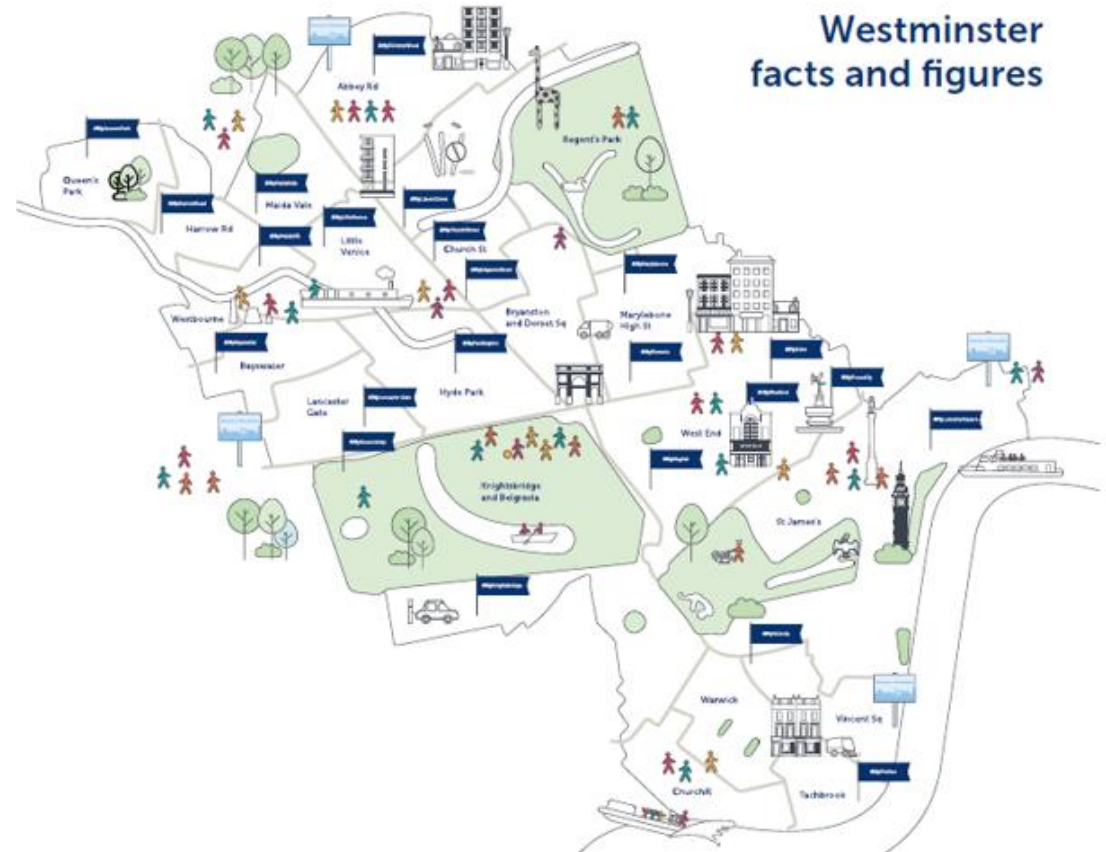


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2.About Westminster City Council

a. Facts and Figures

- The Westminster City Council element of Council Tax Band D is **£468.54** in 2022/23 and the borough has the lowest Council Tax in the UK
- **Over 700,000** people work in Westminster
- Westminster is home to more than 50,000 businesses
- **Around 250,000** people call Westminster home
- More than **150** languages are spoken in Westminster's schools
- **86%** of Westminster residents are satisfied with the way that the council is running the city
- The **median age** of residents in Westminster is **36** compared to 40 in England
- **More than 9,000** people came to live in Westminster from overseas in 2016.
- **More than 210,000** people are employed in the evening and night-time economy across 12,000 businesses
- There are **around 12,000** council owned homes in Westminster
- Around **74%** of households rent rather than own





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b. The Westminster Way



THE WESTMINSTER WAY

We will create a culture of openness, transparency and integrity by developing our staff to be the very best.

This is underpinned by three pillars:

Personal development

Everyone has talent

Value our people and diversity

Everyone is valued

The Westminster Way of working

Everyone is a leader

All of this will be made possible through a modern and progressive working environment, policies and technology.



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Personal Development

We will create opportunities for our people to thrive.

+ We believe that everyone has talent. taking the time to nurture our own.

+ We have a culture where our people embrace feedback and are constantly learning. Setting high standards and finding innovative ways to provide a better service to our residents.

+ We attract and recruit the best people who embrace the Westminster Way.

How we will do this

- + Talent development programme
- + Learning and development programme
- + New personal development framework





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Value our people and diversity

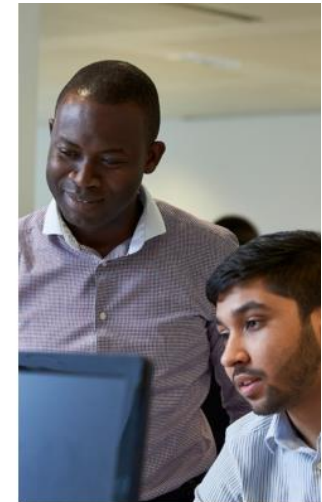
Everyone is valued and we embrace our differences, to bring new perspectives to the future challenges of our city.

+ We are committed to diversity and inclusion. Celebrating and recognising the contribution of our people in a fair and transparent way.

+ We care about health and wellbeing and will create an environment that empowers our people to have the right work, life balance.

How we will do this

- + Diversity and inclusion programme
- + Reward and recognition program





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The Westminster Way of working

This is how we work and the way we work.

+ We believe that everyone is a leader. Whether that be leading a team or taking the lead in your own role.

+ At Westminster our people are productive, ambitious, collaborative and enterprising, in the way we work to provide the best service to our residents.

+ We champion modern and agile working and an open and transparent outlook to the way we work.

How we will do this

- + Embedding the Westminster Way
- + Agile and modern working
- + Engagement programme

We are all here to build a fairer city





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is means a city where residents live in a healthy and sustainable environment, have access to high quality, affordable homes, can grow and learn throughout their lives, build fantastic careers in world leading industries, and retire into the community with dignity and pride. Everything we do as a council should improve the lives of every individual in our city.

Our new City strategy is being developed and we will be working closely with the new Labour administration to prioritise their ambitions as outlined in their manifesto.

Additional documents:

Westminster Labour Party Manifesto:

<https://www.westminsterlabour.org.uk/manifesto-labours-plan-for-a-fairer-westminster/>





c. Building Diversity and Inclusion

Westminster City Council's ambition is to provide world-class services to our residents and communities which range from internationally known addresses to estates facing social challenges. The best way to understand and meet the needs of those residents, visitors and businesses is to ensure the council reflects the diversity of the people who live here.

What we have done:

- Launched our people strategy, The Westminster Way (TWW) which is the map that sets out how we will develop and empower our staff to deliver the best possible outcomes for our communities.
- Development of networks: We encourage a two-way dialogue with our staff. This has led to our staff creating a number of networks including:
 - BAME network
 - ABLE (disability) network
 - Rainbow network
 - Multifaith network
 - Women's Network
 - Family network
- Taking bold and innovative steps: We have a mean BAME pay gap of 17.1% and a median gap of 17.2% (2020). This is unacceptable and we are taking bold steps to address this including:
 - Our Positive Action Initiative including diverse recruitment panels
 - Inclusive mentoring across our BAME, ABLE and Rainbow networks
 - Focus on equity in terms of gender and ethnicity in how our staff are rewarded.
 - Our new "Be all kinds of Extraordinary" recruitment brand and only working with recruitment partners who have a track record in this area.

- Other key highlights that show our commitment to inclusion and diversity include:
 - Participation in Pride march: As a council we took part in Pride London in 2018 and 2019. In 2019 we had over 80 members of staff and their families as well as our Leader and Lord Mayor take part.
 - Through TWW, we are developing sector leading programmes and working with staff to drive cultural change across our organisation
 - Our personal development framework prioritises coaching and development conversations for all staff.
 - Our “everyone has talent” programme provides development opportunities for all staff.
 - We hold engagement events focussed on inclusion and diversity to enable staff and managers to see the importance of this agenda.
 - A focus on Health and Wellbeing including 60 trained Wellbeing Pioneers from across the organisation and very strong staff survey results in this area.
- We are signatories to the Race at Work Charter and have various other memberships highlighting our commitment to having an inclusive working environment.

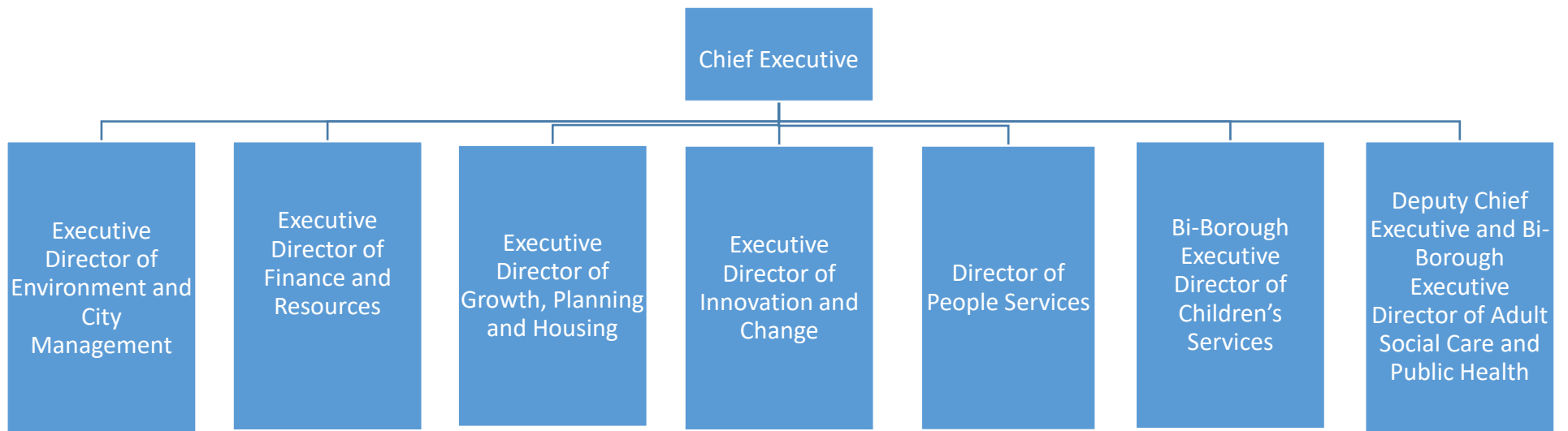
Impact and next steps:

- The change in the last 18 months has been phenomenal. Our staff engagement scores are 78% for 2020 an increase by 6%.
- We have seen a significant increase in the number of women in senior leadership roles from 31% in 2016 to 45% in 2021.
- Since the launch of positive action, 58% of middle management and 41% of senior management roles have been filled by BAME individuals, building on the increase of BAME staff in leadership roles from 5% in 16/17 to 10% in 18/19 and currently in 2021 19%.
- I&D are central themes in our decision making.
- Our partners and suppliers are selected based on how inclusive they are.



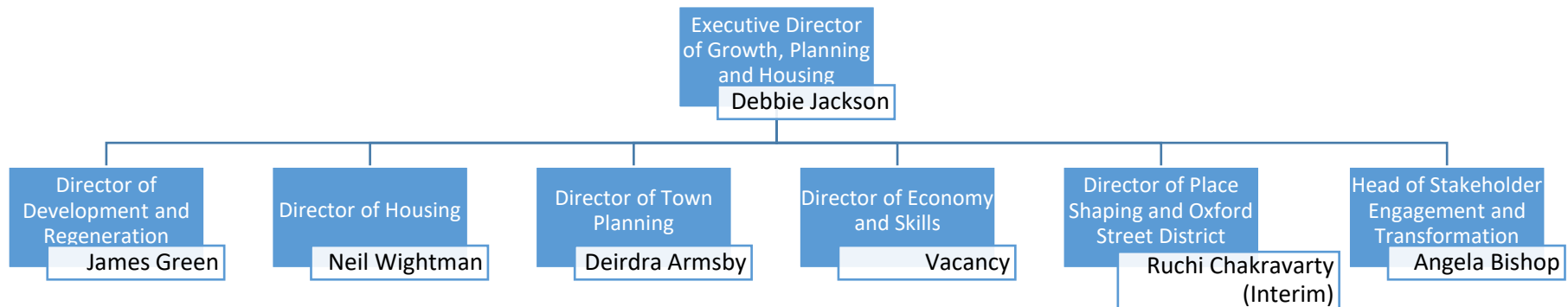
3.How We Are Organised

a, Westminster City Council Executive Leadership Team – Organisational Structure



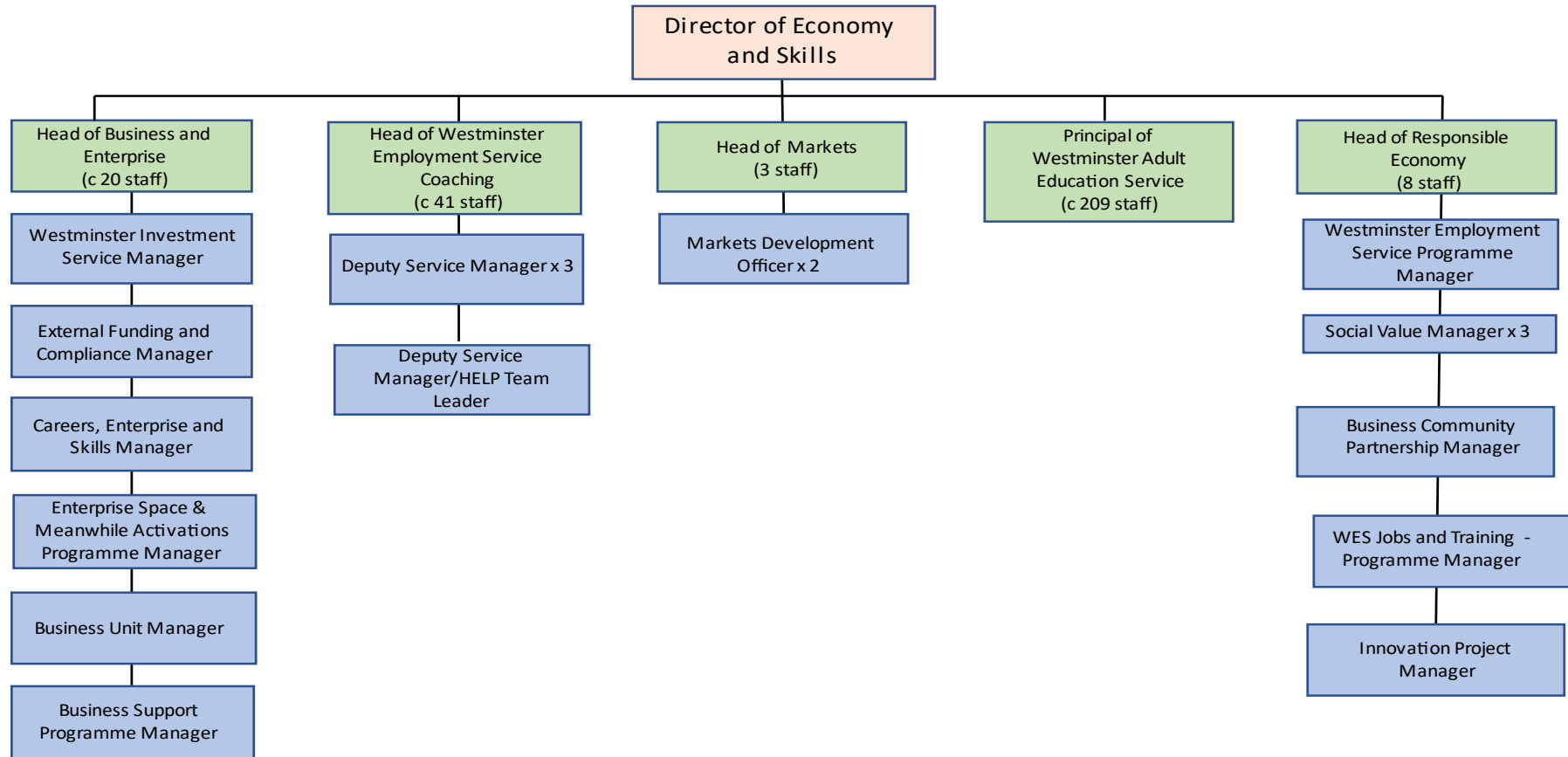


b, Growth, Planning and Housing - Organisational Structure





c, Director of Economy and Skills– Organisational Structure





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d, About the Growth, Planning and Directorate

Led by Debbie Jackson, Executive Director of Growth, Planning and Housing, the Directorate delivers world class services that our residents, businesses and visitors experience on a daily basis.

The key priorities and objectives for GPH sit under 4 inter-related themes, which are:

Homes: To give residents the opportunity to live in an affordable, safe, quality home that meets their needs.

Work & Skills: To give residents the opportunity to access 'good' work and develop new skills so they can progress their career.

Places: To ensure Westminster's built environment positively contributes to the Council's priorities, enhancing residents, workers and visitors' experience of the City to ensure Westminster remains a world-renowned destination of choice and delivers thriving neighbourhoods.

Businesses: To support and enable new and established business to thrive and contribute positively to an inclusive and diverse city.

To achieve success, we believe collaboration and partnership working is key. GPH colleagues work across the Council, with countless external agencies and partners and with residents to deliver our work.

Our belief is that by working closely with partners and stakeholders Westminster promotes inclusive, healthy and cohesive communities. Positive engagement with businesses enables the borough's residents to share in the economic success that they witness on their doorstep.



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This of course is underpinned by supporting residents to gain skills for future employment opportunities and explore creative learning opportunities through London's artistic and cultural economy. Through the Council's Adult Education Service we support our residents to actively participate in society, build skills and confidence, combat isolation and improve their health and wellbeing.



4. Job Description and Person Specification

Director of Economy and Skills	
What we value at Westminster	<p>Westminster City Council believes in creating a city 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.</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. <p>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.</p>



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	<ul style="list-style-type: none">• 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	As a member of the Council's Senior Leadership Team, work collaboratively with members, services across the Council, partners and stakeholders to deliver the Council's objectives and priorities and take collective responsibility for a range of departmental and cross-cutting initiatives which are required to ensure changes are embedded in a sustainable way throughout the organisation.



Model and embed the Council's values and behaviours and inspire and lead the team to help build an ambitious, diverse, inclusive, flexible and agile organisation ready to meet the challenges and opportunities of the future.

Represent Westminster's interests at regional and national levels to develop our reputation as a successful Council delivering great value for its residents and effectively articulate the borough's diverse needs and opportunities and communicate and share best practice, actively promoting partnership activity.

Specific purpose

- Provide outstanding leadership and direction to the Council's economy and skills function, taking an outcomes-based approach in a space which will at times be ambiguous, fast paced and challenging and translating this into clear plans for the effective development and delivery of services, programmes and projects falling within the portfolio.
- Ensure Westminster's communities are at the heart of the economic agenda, maximising engagement with residents and businesses to ensure programmes are relevant and responsive to communities' needs, ultimately ensuring residents are able to share in the borough's economic success.



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- Provide an ambitious and evidence-led strategic vision for the future development of the Economy and Skills function, responding to the unique, diverse and changing economic context of the borough, local and national policy and the skills devolution agenda and ensuring that the team's impact is proven and shared widely..
- Lead, motivate and empower the team to build upon global best practice, fostering an innovative and creative culture, informed by insight, best practice, market research and trends so the service is recognised as a leader in the field.
- Demonstrate an innovate and entrepreneurial approach to leverage partnerships and maximise funding to further the aims of the function.
- Inspire, lead and manage staff within the Economy and Skills directorate; with overall responsibility for their performance, engagement and wellbeing.
- Provide strategic assurance that the Council is fulfilling its statutory or regulatory duties, ensuring the services meet any contractual, statutory, funding, compliance targets, corporate and service specific key performance indicators and performance measures, including the responsibility to ensure effective safeguarding of the welfare of learners and vulnerable adults benefitting from Economy and Skills services.
- Deputise for the Executive Director of Growth, Planning and Housing or other Directors in the Department's Senior Leadership Team as and when required, providing the necessary support and advice.



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	<p>Economy Budget Responsibilities:</p> <p>circa. £56m overall (variable year to year depending on how much external funding is secured)</p> <p>circa. £20m capital</p> <p>circa. £36m revenue of which staffing circa. £5 million</p> <p>Delivery of programme and project budgets within the above, delegated to others</p>
<p>What do we expect this role to achieve?</p>	<p>Take responsibility for the overall strategic direction and delivery of the Council's economy and skills function to ensure growth in the borough's diverse economies, in a way that delivers across the Council's priorities, and to ensure Westminster's residents are able to share in the City's economic success:</p> <ul style="list-style-type: none">• The provision of a coherent, targeted and tailored programme of support to businesses in the city, working with a range of sectors and organisations at local, regional, national and international level, to support the economic sustainability and growth of the borough at all scales – from local centres to the West End.• Maximise the positive social impact of Westminster's businesses on the City and the City's residents through the businesses' own programmes, their contributions through established mechanisms such as S106/CIL and



through their approach to workplace practices, ensuring alignment with the Council's priorities.

- Develop a cross cutting programme to ensure that Westminster's residents are able to share in the economic success of the borough through the development of relevant skills and experience.
- Ensure the Council's skills and employment programme is targeted and adding value within the context of the wider skills landscape, delivering a broad range of support and skills development to enable residents to participate in work and in society.
- Maximise opportunities for partnership funding from internal and external sources to support the Council's economy and skills work programme.
- Represent the Council within the business community and other external agencies, and take a lead role in coordinating activities with government bodies, other local authorities, Business Improvement Districts, the local community, the private sector and other stakeholders, to realise employment and business opportunities and maximise economic benefits and opportunities.
- As the Council's principal adviser on economic development, provide support and advice to officers and Members on initiatives, policy and strategy which will achieve the Council's objectives and contribute to employment and economic growth. Support and inform the development of national policy in these areas.



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Band/Salary range (Please advertise full green zone band)	Band 6
Work style	Agile and flexible working conditions
Your manager & team	Reports to: Executive Director of Growth, Planning and Housing
	Direct Reports: Economy Direct Reports: 5 direct reports with responsibility for a team of approx. 200 (including Westminster Adult Education Service) plus strategic oversight of large, multi-disciplinary programme and project teams including consultants and contractors where required.
Experience	<ul style="list-style-type: none">• 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, and within the economic development field.• Significant experience of strategy and programme development and delivery involving stakeholders from different sectors or business interests, for example private, public and voluntary sectors.• Demonstrable experience of establishing and building partnerships and productive working relationships within a complex policy and service



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	<p>environment with senior colleagues and stakeholders, and a wide range of other bodies, such as partner organisations, private sector, VCS, communities, public agencies and statutory bodies.</p> <ul style="list-style-type: none">• 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.• Experience, knowledge and proven ability to improve opportunities for learning, self-development and employment progression amongst communities and create an offer and provision that is flexible, agile and responsive to the demands of the labour market and local economy.
Skills	<ul style="list-style-type: none">• Knowledge of the issues facing local government and those relevant to economy and skills, together with the legal, financial and political context of public sector management and the statutory responsibilities of this post.• Innovative thinker, willing to look beyond local government solutions to challenges.• Proactive and adept at identifying new opportunities and multi-agency/public-private delivery platforms to reach innovative and positive outcomes for the city and its communities.• Economic development and economic impact skills and experience.



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- Proven ability to manage political and cultural issues and deliver project, programme and change management programmes.
- Ability to translate strategic objectives into evidence based operational plans.
- Ability to deploy advanced interpersonal skills to inspire, motivate, coach and develop team members to high levels of performance.
- Advanced relationship and stakeholder management skills and skilled in written and verbal communication to influence and engage others effectively.
- Senior leadership experience and excellent performance, financial and budget management skills with the ability to deliver outcomes through creative and efficient working practices.
- Ability to establish, develop and maintain credibility with staff, politicians and key stakeholders.
- A strong and proven 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.
- Evidence of a growth mindset to further professional, managerial and personal development

Qualifications



	Relevant (to the field of economy and skills) professional qualification or relevant equivalent knowledge and experience.
Corporate standards	<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.
Additional values and behaviours for Managers	People and Service Management <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



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- 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.



5. Recruitment Process & Contact Details

13th July 2022	Closing date for applications
Date TBC	Longlist Meeting
Date TBC	Initial interviews
Date TBC	Officer interviews
Date TBC	Member interviews

Further Details:

For further details about the role please contact our executive search agents at Starfish Search:

- Penny Ransley on 07549 233 685 or email penny.ransley@starfishsearch.com
- Jo Boardman on 07834 030501 or email jo.boardman@starfishsearch.com

To apply please provide an up-to-date CV and a comprehensive covering statement of suitability by 13th July 2022.