

# **Executive Director, Environment, Public Protection and Climate Recruitment Pack**



City of  
Westminster





# Welcome

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

Westminster City Council is instrumental to the success of London. We believe that through our leadership and working together we can create the best environment where people from all backgrounds are empowered to make choices over their lives. We want residents, local businesses, and visitors to feel safe and to be able to build successful lives for themselves and their families.



Everyone has a part to play in ensuring Westminster is an outstanding City where we celebrate ambition, diversity, and innovation. Our staff are encouraged to be leaders and empowered to find the solutions that will improve the lives of our residents, businesses, and stakeholders. Therefore, we want to attract the best people from diverse backgrounds which reflect our community to shape the future of our Council.

This important position will see the successful candidate lead a large diverse workforce, responding to an everchanging environment during an exciting and challenging time both locally and nationally.

You will be able to lead the transformation of working practices across this multi-disciplinary community-based service responding to a wide range of public facing priorities and demands.

This is an opportunity to strengthen community and stakeholder engagement that places residents, businesses, and visitors at the heart of everything we do.

This really is an exciting time to join Westminster.

If you think this sounds the right challenge for you, I very much look forward to receiving your application.

**Stuart Love**  
**Chief Executive**



# About Westminster City Council

## 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
- **94% of respondents were satisfied with the way the council is running the city – 31 percentage points above the LGA's national average for June 2022 and 8 percentage points higher than 2021 (86%)** 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



## 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.



## 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.

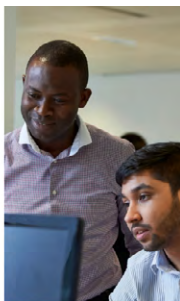
We attract and recruit the best people who embrace the Westminster Way.

## How we will do this

Talent development programme

Learning and development programme

New personal development framework



## 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



## 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.

## We are all here to build a fairer city

This 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, Fairer Westminster has been developed and we are working closely with the still fairly 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/>



# 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:
  - Global Majority network
  - ABLE (disability) network
  - Rainbow network
  - Multifaith network
  - Women's Network
  - Family network .
- Taking bold and innovative steps: Although we have reduced our mean BAME pay gap from 17.1% in 2020 to 12.9% in 2022 and our median BAME pay gap from 17.2% in 2020 to 11.8% in 2022 we believe this is still 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 and in 2022 our Rainbow Staff Network facilitated a Westminster City Council walk in the 50th Anniversary Parade, including members of our Senior Leadership Team, the Leader of the Council and the Lord Mayor
  - 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 includes 60 trained Wellbeing Pioneers, Mental Health First Aiders and Menopause Ambassadors 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.

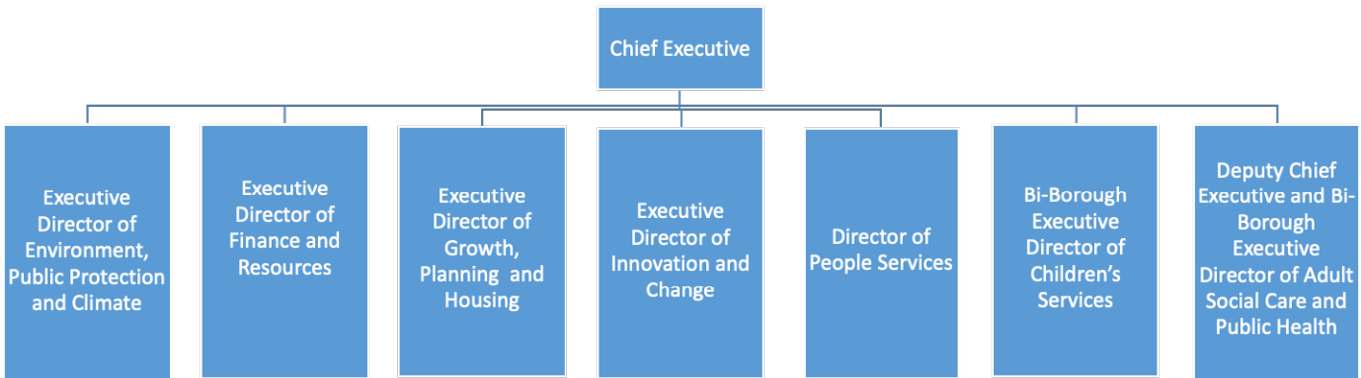
## Impact and next steps:

- The change in the last 18 months has been phenomenal. Our staff engagement scores are 77% for 2022 an increase of 11% since 2017.
- 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.

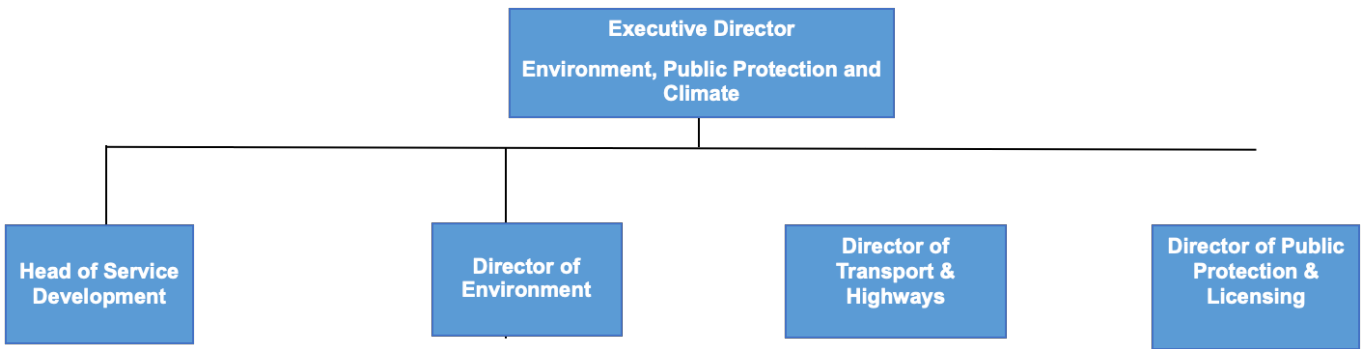


# How We Are Organised

## a. Westminster City Council Executive Leadership Team – Organisational Structure



## b. Environment, Public Protection and Climate Directorate



## Environment, Public Protection and Climate

The Environment, Public Protection and Climate Executive Directorate is committed to Making Fairer Westminster a reality through dedicated teams that work closely with our partners and stakeholders to provide the safest, cleanest and greenest environment.

Our Public Protection and Licensing activities cover a broad range of environmental health, trading standards,

health and safety, licensing and enforcement activities including Neighbourhood Problem Solving & Engagement, Environmental Health enforcement & education; Noise Enforcement; Licensing Services; Trading Standards; Pest Control, Mortuary, Integrated Street Engagement Unit, Housing Taskforce; Community Safety, Youth Crime & Disorder, Prevent, and Contingency Planning.

Through the directorates active travel and sustainable transport initiatives we continuously contribute to the Council's ambition to introduce an additional 600 secure cycle parking spaces by the end of March 2023; Installing 1,000 more electric vehicle charge points by 2024 to make low emission travel more attractive. A key focus of the directorate's role is to support the Council's ambitious action on climate change, with the aim of becoming a net zero Council by 2030 and a net zero city by 2040. The Environment team leads the way to becoming a more sustainable city. Responsible for coordinating the Greener City Action Plan designed to ensure that all of our services and policies work together to create a more sustainable and liveable city. The service is also responsible for managing the largest waste contract in Europe ensuring Westminster's streets are clean. The Environment directorate also manages the city's parks and gardens and in 2019 won the Britain in Bloom City Award.

The Directorate's success is based on a 'Common view' approach shared across services and partners, which provides governance and management in an area-based setting, focusing on local and strategic priorities; Enhancing our working relationships with partners and stakeholders to promote collaboration and aligning budgets, where appropriate, against a needs-based approach to delivery.

This is achieved through our high performing and award winning teams that embrace change supported by effective leaders leading to the resolution of issues and queries at the first point of contact through a multi-skilled, specialist, empowered workforce that enable timely intervention

Our intelligence led approach ensures data is gathered and shared in a standardised format resulting in real-time usage of data to inform preventative strategies that reduce demand and increase compliance

As our Customers at the heart of the service a One front door and modern digital services is used to streamline access for customers and allows for excellent community engagement that drives local ownership of priorities

To achieve success, we believe collaboration and partnership working is key. 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.



# Job Description and Person Specification

## What we value at Westminster

Westminster City Council believes in creating a City for All 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.

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 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

As a member of the Executive Leadership Team, to provide strategic leadership to the Environment, Public Protection and Climate Directorate, setting medium and long-term strategic objectives and translating key corporate aspirations into tangible service and budgetary outcomes.

Lead by example in modelling and embedding the council's values and behaviours to help build a sustainable highly effective organisation and develop our reputation as a successful council delivering great services for our communities.

Provide outstanding leadership and direction to a portfolio of services including the City Council's Public Protection, Waste, Parks, Sport & Leisure, Parking enforcement, Highways Delivery and associated services which jointly contribute to the successful day-to-day running of the City of Westminster, and ensure robust arrangements are in place for the council to meet its statutory duties.

### Strategy development

As a member of the Executive Leadership team, shape the direction of the council to drive forward the public service reform agenda and ensure delivery of its priorities and value to residents. Provide a strategic vision for the future development of services to enable the council to meet its future challenges, fostering a culture of continuous improvement.

### Corporate leadership

As a senior leader working as part of the distributed leadership network of the council, work together to drive forward and accept 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. Role model positive leadership behaviours, empowering, engaging and encouraging your teams to live the Westminster Way, to facilitate achievement of the corporate vision.

### Directorate leadership and management

Lead the integrated delivery, improvement, management and performance of a portfolio of council services, commissioning and directing activity within the council and externally as required, and ensuring overall objectives are translated into effective plans and that public services are effective, efficient, and locally responsive. Provide inspirational and professional leadership to staff, strengthening skills and competence and fostering a strong culture of standards, performance and accountability.

**Budget Responsibilities:**

Staffing budget for c630 staff

Annual gross revenue budget £138.8m, net £0.3m;

Annual gross capital budget £96.7m.

**Resources / Financial management**

Ensure tight budgetary control and prioritise use of resources and assets to support the delivery of the council's City for All vision and help ensure that the council receives value for money from its expenditure.

Champion and drive the development of commercial opportunities.

**Partners and stakeholders**

Provide a clear professional lead to and work collaboratively with all partners, securing the agreement, commitment and participation of all relevant agencies, partners and other stakeholders. Foster the bringing together of local services and decisions across

agencies to reduce demand and help communities more independently support themselves.

**Business change**

Drive business change to build a highly effective organisation, promoting accountability in line with future business needs.

**Compliance**

Ensure that all activities within the directorate comply with the council's constitution, Standing Orders, financial regulations, health and safety and safeguarding responsibilities and that effective systems operate within the directorate to manage, performance and risk.

**Inclusion and diversity**

Uphold and promote the aims of the council's inclusion and diversity policies to ensure non-discriminatory practices in all aspects of work, and that diversity is embedded in everything, from workforce planning and policy development to planning service delivery.

## What do we expect this role to achieve?

**Specific Responsibilities**

- To develop an integrated and neighbourhood-focussed approach to service delivery and customer and stakeholder engagement, increasing the alignment with other functions of the Council and the wider public sector at a local level, to provide services which are more responsive, less bureaucratic and targeted towards prevention as a means to reduce demand.
- To ensure that the City Council's obligations for Civil Contingency and business continuity planning are discharged in full, in order to protect residents of and visitors to the City as well as the integrity of the Council's own operations. Responsibility for sustainable place management of Westminster including operational responsibilities.
- Lead on the management of major contracts.
- To promote good relations and effective joint working with key commercial partners (e.g. waste, parks, highways and parking contractors), partner agencies (e.g. the Metropolitan Police, the GLA and Royal Parks Agency) and external partners (e.g. BIDs where appropriate) to facilitate achievement of strategic objectives.

**Experience**

- Substantial experience, evidenced by a track record of success, leading and developing significant organisational functions or services in a large multi-disciplined organisation with comparable scope, budgets and resources.
- Demonstrable experience of establishing and building partnerships and productive working relationships within a complex policy and service environment with senior managers and councillors, and a wide range of other bodies, such as partner organisations, communities, public agencies and statutory bodies, (including Government).
- 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.
- Extensive 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 this post.



## Skills

- Able to provide leadership and delivery of change with the passion and drive to take services to the next level.
- Ability to balance strategic leadership and direction with effective operational management.
- Excellent inter-personal skills with highly developed networking, partnership, advocacy negotiating and presentation skills that are persuasive and influential with others.
- Ability to provide visible and supportive leadership, empowering, enabling, motivating and developing the workforce and fostering a positive organisational culture.
- Advanced commercial skills with extensive experience of identifying new commercial opportunities and driving growth as well as delivering savings and value for money.
- A commitment to inclusion and diversity, both as a leader and a service deliverer, with an ability to demonstrate personal leadership on the importance of diversity.
- **Qualifications**
  - Relevant professional qualification
  - Post graduate or relevant equivalent knowledge and experience
  - Evidence of continued professional, managerial and personal development

## Corporate standards

- **Resources / Financial management**

We expect you to manage delegated budgets, funding and resources in line with our processes and our Westminster Way. We would welcome your ideas on the development of outcome based commissioning models and/or income generation opportunities to help the council receive value for money.
- **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.
- **Inclusion 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:
    - 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.
- Working within the democratic framework - understanding the democratic process and its role in public organisations, anticipating Member needs and responding to their feedback.

## How to Apply

We hope you will consider making an application to become Head of Partner Engagement at London & Partners. To make an application, please go to <https://starfishsearch.com/jobs/westminster-ex-dir-env-pp-c/> and click on the apply now button, with the following prepared:

- a CV (no more than three sides) or equivalent biographical information
- a supporting statement (max four sides) which addresses the essential requirements.

We would also be grateful if you would also complete the Equality and Diversity monitoring form on the online application process. This form is for monitoring purposes only and is not treated as part of your application.

Formal closing date	Friday 6th January 2023
Technical interviews	19th/20th January 2023
Final panel	w/c 6th Feb 2023

