

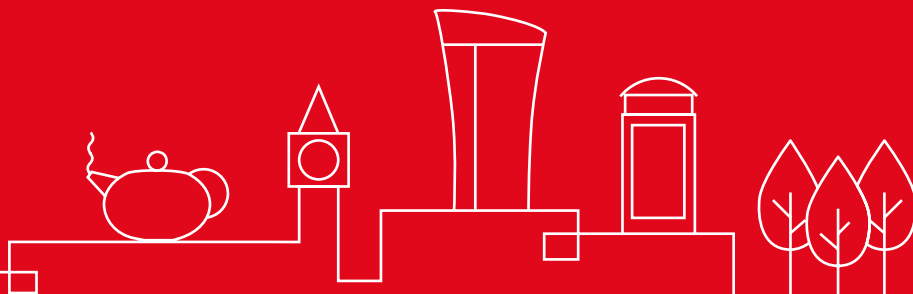
LONDON
& PARTNERS

MANAGING DIRECTOR

Small Business Support

Candidate brief

January 2023



Welcome

Dear Applicant

Thank you for your interest in joining London & Partners - the business growth and destination agency for London. Our mission is to create economic growth that is resilient, sustainable and inclusive. We promote London internationally as a leading world city in which to visit, invest, grow a business and meet. We support innovative businesses to scale, expanding into London from around the world and from London to international markets. We are a social enterprise, funded by grants, partners and our portfolio of commercial ventures.

This is an exciting time to join London & Partners. Our remit is growing to support more London businesses and sectors providing support for London's small business owners, which is currently delivered by the Greater London Authority through the London Business Hub and the pilot Wayfinder service. Many of these businesses are 'microbusinesses', employing fewer than 10 people playing a key role at the heart of communities across London. They are key to maintaining the dynamism and inclusivity of London's economy and also create opportunities for local residents to get ahead economically. In particular, they create wealth-building opportunities for residents living in communities of high deprivation.

We are now seeking a Managing Director who will lead pan-London support for small businesses outside of the high-growth, innovation-driven sectors of London's economy. They will shape and deliver a quality service that has a positive impact for small business owners, with a particular focus on supporting livelihoods in communities of high deprivation.

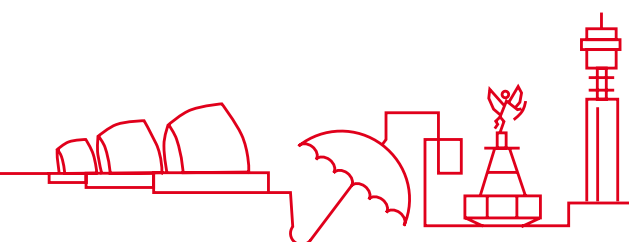
This is a significant leadership role at a critical time. We are looking for an energetic, highly skilled individual with a passion for leading and building the development and delivery of an outstanding service for small businesses. You will be an exceptional leader bringing with you a collaborative and engaging approach, with innovative and creative thinking to join our ambitious and driven leadership team. Bringing resilience and emotional intelligence, you will have a sharp antenna and mature political judgement.

If you believe you have these skills and qualities, and have the passion to be part of the mission of London & Partners, we would be delighted to hear from you



Laura Citron

Chief Executive Officer,
London & Partners



About London & Partners

London & Partners is the business growth and destination agency for London. Our mission is to create economic growth that is resilient, sustainable and inclusive. We are a social enterprise, combining purpose with commercial rigour and funded by grants, partners and our portfolio of venture businesses.

London & Partners is a global organisation connecting people and organisations using our unique networks, channels and knowledge of London. We support high-growth businesses to scale; we develop London as a destination and attract visitors and events; we grow London's global reputation to support economic growth; and we create partnerships and profit-making ventures to scale our impact.

London & Partners operates brands including VisitLondon and the top-level-domain DotLondon. We are the co-founder of London Tech Week and run two award-winning programmes for startup and scale-up companies. In a typical year, we support thousands of scaling businesses, win hundreds of events for London, book over a quarter of a million hotel beds and engage with millions of visitors through our campaigns and digital channels.

We work closely with the GLA across our portfolio and have an agreed set of key performance indicators: the economic growth (gross value added) and jobs that we create, the satisfaction of our clients and partners, and our commercial performance.

Read more about us at www.londonandpartners.com



Role Profile

JOB DESCRIPTION

POSITION TITLE	MANAGING DIRECTOR, SMALL BUSINESS SUPPORT
REPORTING TO:	CHIEF EXECUTIVE OFFICER
RESPONSIBLE FOR:	Business Growth Hub and Wayfinder
LOCATION	LONDON

LONDON & PARTNERS TODAY

London & Partners is the business growth and destination agency for London. Our mission is to create economic growth that is resilient, sustainable and inclusive.

We promote London internationally as a leading world city in which to visit, invest, grow a business and meet. We support innovative businesses to scale, expanding into London from around the world and from London to international markets. We attract visitors and events to London through VisitLondon, campaigns like ‘Let’s Do London’ and the London Convention Bureau.

We are a social enterprise, funded by grants, partners and our portfolio of commercial ventures. Our key performance indicators are the economic growth (gross value added) and jobs that we create, the satisfaction of our clients and partners, and our commercial performance.

London & Partners is a high performing organisation: consistently exceeding outcomes targets; a Top 100 not-for-profit employer; high client and partner satisfaction rates; an experienced, stable and collegiate leadership team.

LONDON & PARTNERS IS GROWING

This is an exciting time to join London & Partners. Our remit is growing to support more London businesses and sectors. London & Partners is likely to provide support for London’s small business owners, which is currently delivered by the Greater London Authority through the London Business Hub and the pilot Wayfinder service.



The Mayor's vision is for all Londoners, no matter what their background or neighbourhood, to have access to the support and services they need to start, sustain and succeed in business.

There are 1.1 million Small and Medium Sized Enterprises in London, which account for half of London's jobs.

Many of these businesses are 'microbusinesses', employing fewer than 10 people. These businesses play a key role at the heart of communities across London; they bring investment to town centres; contribute to thriving high streets; and provide access to local jobs. They are key to maintaining the dynamism and inclusivity of London's economy.

They also create opportunities for local residents to get ahead economically. In particular, they create wealth-building opportunities for residents living in communities of high deprivation.

Purpose of role

PURPOSE OF ROLE

The Managing Director would lead pan-London support for small businesses outside of the high-growth, innovation-driven sectors of London's economy.

The purpose of the role is to shape and deliver a quality service that has a positive impact for small business owners, with a particular focus on supporting livelihoods in communities of high deprivation. The Managing Director will ensure that the service is delivered in partnership with London's 33 boroughs.

The Managing Director is a member of the Management Committee of London & Partners, which together with the CEO, is responsible for the overall direction, performance and culture of the organisation.

The Managing Director is a spokesperson and advocate for London & Partners with media, stakeholders and partners.

MAIN DUTIES AND RESPONSIBILITIES

Leadership and culture

Directorate leadership

- Establish a new directorate with a clear purpose and effective ways of working. Adapt the structure and processes of the directorate as it scales rapidly.
- Recruit and retain a high performing team which lives London & Partners' values and reflects the diversity of the city.
- Inspire the team, set clear direction and accountability, ensure high performance.
- Support direct reports in their professional growth and development. Ensure that managers in the Directorate are supporting the growth of their teams.

Corporate leadership

- Together with colleagues in the Management Committee: set the overall direction of London & Partners, ensure that it meets its objectives, manage its corporate reputation and culture, and ensure high levels of staff engagement.
- Together with colleagues in the Management Committee: shape and uphold London & Partners' values and role model behaviour for a mission-driven organisation.
- Provide constructive and critical challenge to colleagues in Management Committee and the CEO that improves the quality of discussions and decisions.

Strategy

- Set the strategy for small business support within the overall London & Partners strategy.
- Set clear metrics for success, including outcome targets which are independently audited.
- Bring a wide range of perspectives to influence the strategy, including best practice from other organisations, research, data analysis and user experience.
- Ensure that the strategy and service remain relevant by continuously tracking developments in the landscape for small businesses in London.

Service design and delivery

- Lead the teams to deliver a high performing service that meets its targets.
- Create a culture and processes to continuously improve the service. Enable the team to use technology to create efficiencies and improve effectiveness.
- Ensure that the London Business Hub evolves to remain relevant as a digital tool for entrepreneurs in a changing environment.
- Ensure that the Wayfinder service is meeting its goal of supporting entrepreneurs who face barriers to accessing other types of support.

Stakeholder and Partner Management

- Build trusted, senior relationships across London's 33 boroughs and the Greater London Authority, as the key partners for small business services.
- Lead the team to manage a large pool of service providers, ensuring that they are relevant to the needs of clients and engaged with the service.
- Build a wide network of influencers and experts in small business support, particularly in the private sector.
- Represent London & Partners at events and in the media as a senior leader for the organisation.

Commercial and financial

- With colleagues, develop a commercial strategy for small business support that generates private sector income to leverage grant funding.
- Lead relationships with senior contacts at commercial partners.
- With colleagues, set the budget for the directorate. Ensure budget discipline and rigorous financial management.
- Ensure compliance with all requirements of a grant-funded programme.

Person Specification

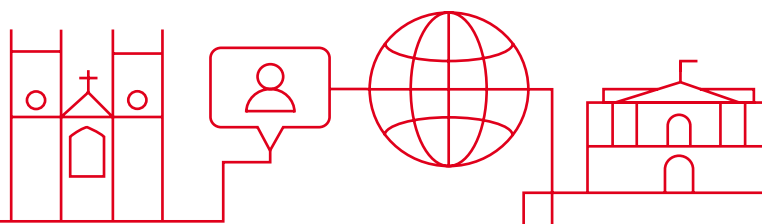
Values

We look for talented people who share our values.

- **We are passionate about London** – its history, culture and creativity. We work to build a vibrant future for London and for the UK. We are proud to serve our city.
- **We are enterprising** – we are curious, creative and resilient. We work with partners and the market to achieve our mission for London. We generate profit to reinvest in London's future growth.
- **We are inclusive.** We champion diversity internally and externally. We strive to reflect the city we represent. We create communities where people feel valued and belong.

Skills, experience and behaviours

- **Small business expertise:** Deep understanding of the issues facing small businesses, and the ability to translate that insight into strategy and delivery.
- **Inclusion and outreach expertise:** Track record of designing and/or delivering a service for disadvantaged communities who face barriers to accessing public services.
- **Leadership:** Senior leadership experience, ideally in a mission-driven environment.
- **Service delivery and technology:** Able to lead a team to deliver a high-quality service with a culture of continuous improvement and innovation. Able to lead a team to deliver a digital service that evolves with technology and consumer behaviour.
- **Service delivery and technology:** Able to lead a team to deliver a high-quality service with a culture of continuous improvement and innovation. Able to lead a team to deliver a digital service that evolves with technology and consumer behaviour.
- **Strategy:** Can think strategically about abstract concepts and communicate them clearly, in writing and in person. Encourages others to think strategically.
- **Policy:** Able to operate effectively at senior levels in a fast-paced, public-private, politically-sensitive setting.
- **Relationships and influence:** Track record of using networks to achieve results. Ability to develop, nurture and manage powerful relationships and alliances with both internal and external networks.
- **Personal growth:** Demonstrates self-awareness, frequently seeking out challenges and opportunities to improve both personal and organisational performance.
- **Communication:** Is a clear, engaging and inspiring communicator, able to convey a motivating and compelling sense of purpose and direction to key audiences.



Nolan Principles of Public Life

All members of the Senior Leadership Team are expected to live by the 7 Nolan Principles of Public Life, which are:

1. Selflessness

Holders of public office should act solely in terms of the public interest.

2. Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

3. Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

4. Accountability

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

5. Openness

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

6. Honesty

Holders of public office should be truthful.

7. Leadership

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

Our commitment to diversity and inclusion

London's diversity is its biggest asset. At London & Partners, we aim to ensure our workforce reflects the diversity of the city that we promote. We encourage applications from people of any age, gender, ethnicity, sexual orientation or assignment, faith or disability. We also appreciate that many people require flexibility in their working patterns and encourage you to talk to us at interview about any flexibility you may need, be it full-time, job-share, or part-time

Your Benefits





HOLIDAY

30 days annual entitlement plus bank holidays (pro-rata for part-time employees).



MOVING DAY

An additional day off to move home (once per year).



NEW PET 'ORIENTATION DAY'

One day to use for welcoming a new furry family member (goldfish, stick insects and anything that looks like a snake or lizard not included. Basically, if it's not in a cage or tank and doesn't usually live in a field or barn, you can take a day to welcome it in).



FIRST DAY OF SCHOOL LEAVE

A day off to take and collect children (and do the "how can they be that age already" crying) when they start a new school.



FAITH DAYS

You can swap bank holidays other than the holidays that fall during the winter closure days for other faith days. So, for example, you could swap the last bank holiday in August for Yom Kippur.



WEDDING DAY / CIVIL PARTNERSHIP LEAVE

One day towards preparing for your big day.



HYBRID WORKING

Time split between the office and home, with two days per week at the office.



GROUP PENSION SCHEME

London & Partners offers a generous employer's contribution towards the pension scheme.



RENT DEPOSIT

An advance may be made to any employee, subject to the satisfactory completion of their probation period, for the deposit on rented accommodation.

Your Benefits





MEDICAL CASH PLAN

Claim back the costs of dental and optical purchases/treatments, health screenings, diagnostics, consultations, prescriptions and therapies for you and your family.



A FLEXIBLE SHOPPING BASKET OF BENEFITS

Major savings at over 3,000 everyday retailers such as Tesco, M&S, Sainsbury's, Boots, House of Fraser, Debenhams, Currys, PCworld, B&Q, Expedia, Lastminute, and many more with simple-to-use discount cards.



INTEREST-FREE SEASON TICKET LOANS

Up to £5,000 per annum for transport to and from work. Loan repayments made directly from monthly salary.



RIDE TO WORK SCHEME

Get a tax-free bike with Evans Cycles and save up to 50% on the retail price. Settle the balance via 12 easy-to-manage monthly deductions direct from salary.



PERSONAL ACCIDENT COVER

Up to £5,000 with our +Medicash proactive plan.



LIFE INSURANCE

4 x basic salary (eligible on joining the group pension scheme).



VOLUNTEER LEAVE SCHEME

Give something back to the community with up to 2 days paid annual volunteer leave. Join one of our organised volunteering placements



GIVE AS YOU EARN

Make tax-free donations to any UK registered charity/ good cause directly from your payroll. or plan your own.

If you are on a fixed-term contract you will be eligible for benefits according to the length of your contract. Please see your initial offer email or contact us to check your individual eligibility.

Terms of Appointment

Salary

Paying up to £135,000

Hybrid working

Time split between the office and home, with two days per week at the office.

Annual leave

30 days annual entitlement plus bank holidays (pro-rata for part-time employees).

Location

The role is based at London & Partners, 1st Floor, 169 Union Street, London SE1 0LL.

Pension

London & Partners offers a generous employer's contribution towards the pension scheme.



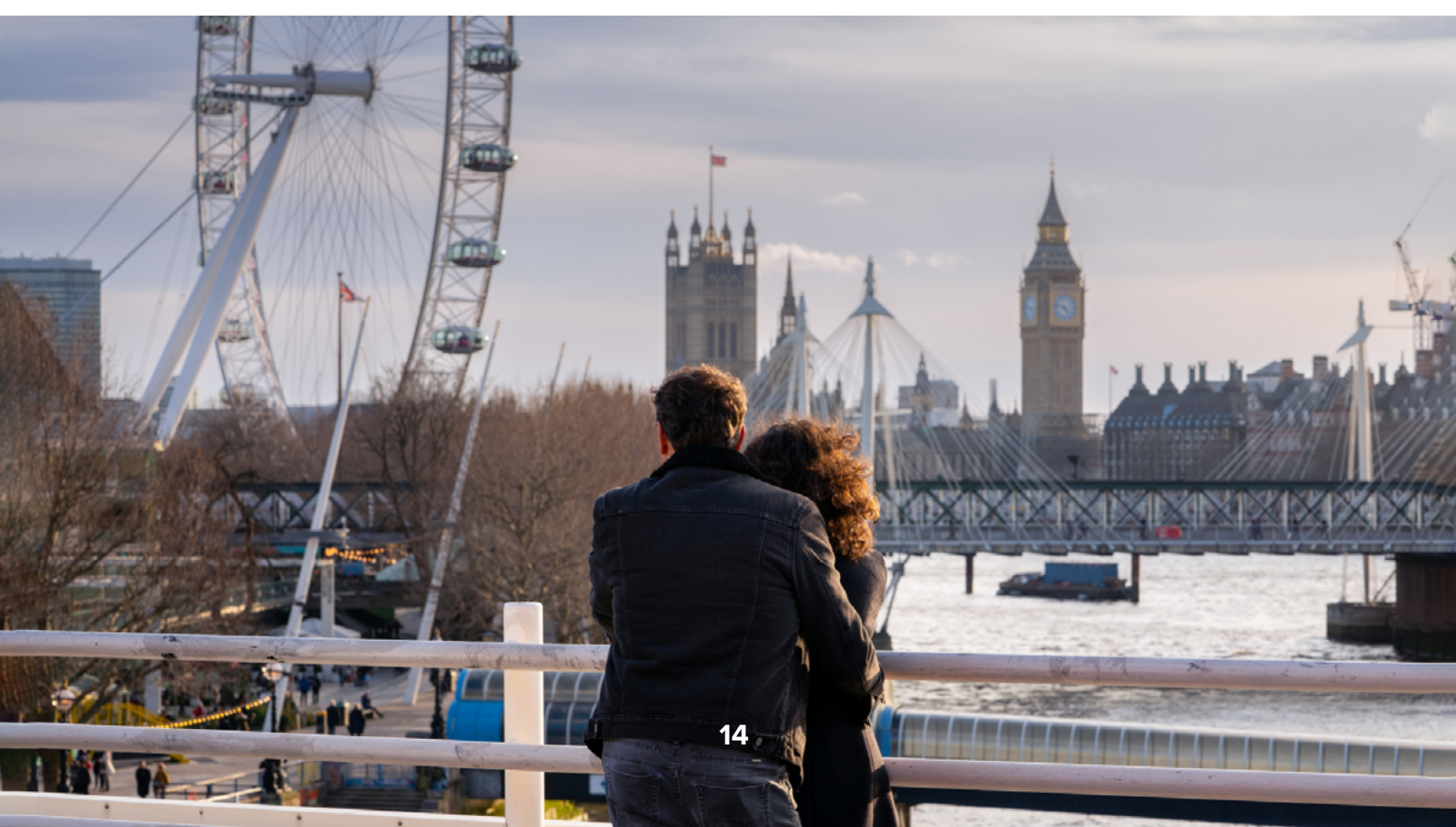
How to Apply

We hope you will consider making an application. To do so, please visit: <https://starfishsearch.com/jobs/landp-md-small-business-support/> and click on the apply now button, with the following prepared:

- your CV (no more than three sides).
- a short supporting statement (maximum two sides) that sets out why you are interested in joining London & Partners as its next Managing Director, Small Business Support.

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.

Search closes	17th February 2023
Structured discussions with top candidates (Starfish)	w/c 27th February 2023
First stage interviews (L&P Panel and Stakeholder Interviews)	22nd March 2023
Final stage interviews (L&P Board and external Stakeholder Interviews)	Week commencing 27th March 2023



LONDON
& PARTNERS