

Appendix 1 - Senior Officers' Responsibilities

Chief Executive Officer

This post is responsible for leading the overall organisation as well as several key corporate functions such as:

- To represent the Council on the National and International stage, negotiating on behalf of Westminster and all of its residents, stakeholders and customers.
- To interact daily and weekly with the Mayor of London and Central Government discussing a range of initiatives with worldwide impact and exposure.
- To represent the "Capital of the Capital", meeting the varied and complex needs of a City with some of the poorest wards in the UK mixed with some of the richest.
- To provide leadership, vision and direction in the implementation and monitoring of strategic objectives for the Council.
- To translate political direction into operating strategy.
- To act as the Council's principal advisor on matters of general policy and to provide impartial advice and guidance to all elected Members.
- To promote the interest of the Council within and outside the Council.
- To work effectively with key partners, to achieve the best for the Council and its residents and further the Council's aim of delivering excellent service.
- To maximise and ensure efficient and sustainable use of resources in the face of uncertainty in the financial climate.
- To continue to further improve delivery of local services while achieving better value for money through the shared services initiative.
- To provide clear direction and leadership to the Council's Executive Leadership Team.
- To lead, engage and manage staff in achieving objectives.
- To act as the Council's Head of Paid Service and to carry out all functions associated with that role.
- To act as the Council's Returning Officer and Electoral Registration Officer for all elections administered in whole or part by the authority.
- To retain overall responsibility ensuring that the Council meets its statutory responsibilities in accordance with Health and Safety Legislation.

Deputy Chief Executive and Bi-Borough Executive Director of Adult Social Care & Public Health

- As a member of the Executive Leadership Team, to provide strategic leadership to the Adult Social Care and Health 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.
- To be the Statutory Director of Adult Social Services for each of the two Boroughs and lead the transformation and delivery of Adult Social Care (ASC) services and Public Health across the Royal Borough of Kensington and Chelsea and Westminster City Council
- Provide outstanding leadership and direction to a portfolio of adult social care and health services to ensure robust arrangements are in place for the council to meet its statutory duties.

Transformational Business Change

- 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.
- To be the lead commissioner for responsible for commissioning relationships for health and social care and to provide systems leadership across the two Councils and with provider organisations to secure and sustain necessary change and improved service outcomes.
- To sustain and development various integrated arrangements with health.

Statutory and Operational

- To ensure adult social care services are compliant with all statutory duties.
- To ensure professional accountability and responsibility for the delivery and effectiveness of adult social care services.

Bi-Borough Executive Director of Children's Services

- As a member of the Bi-Borough Leadership Teams, contribute proactively to the collective leadership, working collaboratively with Members, services across the Bi-Borough, partners and stakeholders to deliver the councils objectives and priorities.
- Take a lead on key elements of the corporate strategy and play a leading role in the executive leadership of key initiatives for example inclusion and diversity.
- Lead by example in modelling and embedding the council's values to help build a sustainable highly effective organisation and develop our reputation as successful councils delivering great value for its residents.
- Provide outstanding leadership and direction to the service, driving service transformation and ensuring excellent joint working with Members and other stakeholders.

- Lead and direct a single management team delivering Children’s services to both the City of Westminster and the Royal Borough of Kensington and Chelsea ensuring that the Councils’ individual requirements are met in accordance with local priorities.
- Achieve the savings anticipated as part of the Bi-Borough arrangements.
- Co-ordinate at a strategic level all services relating to Children and Young People for both Councils.
- Seek to maximise the contributions of all other local agencies to the welfare of, and opportunities for, children and their families.

Executive Director of Growth, Planning & Housing

- As a member of the councils’ Executive Leadership Team to contribute proactively to the collective leadership of the Council, working collaboratively with Members, services, partners and stakeholders to deliver the councils’ objectives and priorities.

This post is also responsible for specific areas and functions such as:

- Contribute to the development and lead the implementation of a new spatial framework that covers planning, regeneration, investment, infrastructure, housing and transport, to maximise opportunities to achieve sustainable growth and supporting infrastructure for successful new and existing communities in the city.
- Strategic oversight of the Council's development planning function; including planning applications, section 106 agreements, urban design and public realm schemes, development contracts for large scale regeneration initiatives.
- Ensure robust arrangements are in place so that the council meets its statutory duties in respect of housing, homelessness and planning.
- Overall responsibility for leading on the integration and delivery of an effective end to end service for all customers of the Council's Housing Services (including repairs, maintenance, housing and estate management; resident engagement; and the Customer Contact Centre)
- Accountability for delivering high quality housing to Westminster residents and for ensuring planning decisions maintain a proper balance between protecting the living heritage of the city, maintaining a safe, clean and green environment and supporting the amenity services necessary to improve the quality of life of our residents.
- Drive the delivery of the council's economic development and growth strategies to secure greater revenue returns to support the council's core activities.
- Ensure robust and innovative management of the council's property portfolio, so that income opportunities are maximised and the value of the council's corporate real estate is improved.
- Lead engagement with developers and partners, including Westminster's business sectors, to facilitate achievement of strategic objectives.
- Lead Westminster's place shaping agenda planning sustainable development in creating truly transformative places across the city and embodying the City for All values. Increase the profile of Westminster's place making strategy both corporately and beyond.

- Promoting a city that is safe, well planned, economically successful, environmentally friendly and socially inclusive - acting as a champion for high quality urban design across the city.

Executive Director of Finance & Resources

- As a member of the councils' Executive Leadership Team to contribute proactively to the collective leadership of the Council, working collaboratively with Members, services, partners, and stakeholders to deliver the councils' objectives and priorities.
- This post is also responsible for leading various corporate functions on behalf of three councils: Westminster (WCC), Royal Borough of Kensington & Chelsea (RBKC) and London Borough of Hammersmith & Fulham (LBHF) where shared services are provided.
- To provide strong leadership to the Directorate, setting medium and long-term strategic objectives and translating key corporate aspirations into tangible service and budgetary outcomes.

Other Specific duties

Finance

- Develop long and medium-term financial planning to secure the Council's future robust financial position
- Produce the Annual Statement of Accounts to the highest standards
- Ensure services receive the highest standards of financial advice
- Protect the Council's financial position
- Control the budget management process across the Council and ensure the preparation of proposals to meet the annual budget gap that the Council faces
- Promote commercial developments and new and innovative ways of delivering services
- Investigate investment opportunities to maximise the Council's income from its various assets
- Undertake rigorous due diligence on all proposals
- Undertake continuous review of financial processes ensuring managed change is pro actively promoted at all times
- To be the Statutory Officer under Section 151 of the Local Government Act 1972

Managed Services

- To lead on the transition of the Managed Services for HR and Finance to the Integrated Business Solution (IBC), achieving stabilisation with our new service provider as well as the smooth exit from our existing service provider. Identify and implement the required support structure for contract/relationship management going forward with service areas.

IT

- To drive innovation and service improvement in the delivery of IT across the WCC and RBKC in close cooperation with H&F where applicable.
- To ensure the smooth roll out of agile technology and secure remote access and information/data security.

Digital Transformation

- As senior sponsor lead the Digital Transformation Programme to support Westminster's ambition that customers will 'choose digital' as the way they transact achieving a quicker, simpler and more cost effective resulting in an effective and efficient customer experience, comparable to other online services they use.

Procurement

- To lead the Westminster procurement function ensuring these are best in class, benchmarked across the public sector and continue to achieve on-going Medium Term Plan savings and safeguard the council on compliant and commercially viable outcomes.

Executive Director of Innovation & Change

- As a member of the councils' Executive Leadership Team to contribute proactively to the collective leadership of the Council, working collaboratively with Members, services, partners and stakeholders to deliver the councils' objectives and priorities.

This post is also responsible for key areas and functions such as:

- Undertake research using national and international comparators to bring thinking and experience from international Cities comparable to Westminster.
- Initiate and lead extensive consultation with key stakeholders, particularly residents, businesses and partners on innovative new models of service delivery
- To work closely with elected Members, the Chief Executive and Executive Directors to co-produce and develop new service delivery models
- Be accountable for ensuring Departments and services across the Councils work in true collaboration to avoid duplication or silos
- To champion innovative and bold ideas right across the Council, encouraging creativity and new ways of working from the workforce at every level
- To play a key role as a member of the Council's strategic leadership team, translating the needs of communities and businesses into corporate objectives and delivering them
- To modernise the Council's strategy function to ensure it's fit for purpose as we look to the future
- Ensure that Westminster's commitment to diversity and inclusion is embedded in strategic planning and underpins all service.

Executive Director of Environment, Climate & Public Protection

- As a member of the Executive Leadership Team, to provide strategic leadership to the Environment, Climate & Public Protection 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.

Bi-Borough Director of Public Health

This role will support the Executive Director of Bi-borough Adult Social Care and Health to effectively deliver the strategic vision, goals and core values of the two boroughs and their diverse communities.

This will be achieved through leading a high performing Public Health Department that:

Strategy development

- Helps shape the direction of the council to drive forward the public service reform agenda and ensure delivery of its priorities and value to residents.
- Provides a strategic vision for the future development of the service to enable the council to meet its future challenges, fostering a culture of continuous improvement.

Corporate leadership:

- Works as part of the distributed leadership network of RBKC and WCC Councils, working 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 organisations.
- Provides corporate leadership that encourages our staff to recognise their contribution to the strategic objectives of both RBKC and WCC.

Service leadership and management:

- Leads the integrated delivery, improvement, management and performance of the service, commissioning and directing activity within the council and externally as required.
- Ensures overall objectives are translated into effective plans and that the service is efficient and locally responsive.
- Provides inspirational and professional leadership to staff, strengthening skills and competence and fostering a strong culture of standards, performance and accountability.

Resources / Financial management:

- Ensures tight budgetary control and prioritise use of resources and assets to support the delivery of the council's vision and help ensure that the council receives value for money from its expenditure.
- Drives the development of outcome based Public Health models to better ensure strong price competition and transfer of risks through contracts with third parties.
- Champions and drive the development of commercial opportunities.

Partners and stakeholders:

- Actively engages, communicates and influences stakeholders within the both RBKC and WCC, across internal and external partners and with the wider local and central government community to champion the council's approach to unified public services.
- Fosters the bringing together of local services and decisions across agencies to reduce demand and help communities more independently support themselves.

- Works at a strategic level with central government departments, particularly DH; Public Health England, NHS Commissioning Board and their regional structures, London Health Board, the Mayor's Office and other strategic partners

Business change:

- Leads, develops and ensures implementation and review of change management programmes to deliver continual improvement. Assist the Chief Executive and Executive Directors in developing a single council-wide corporate culture to engender a strong and shared approach to delivering services and provide better support for staff to deliver savings.
- Compliance:
- Ensures that all activities within the service comply with the council's constitution, Standing Orders, financial regulations, health and safety and safeguarding responsibilities and that effective systems operate within the service to manage performance and risk.

Director of People Services

- As a member of the council's senior management team, to contribute proactively to the collective leadership for the council, working collaboratively with Members, services across the council, partners and stakeholders to deliver the council's objectives and priorities.
- 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 value for its residents.
- Provide outstanding leadership and direction to the service, driving service transformation and ensuring excellent joint working with Members and other stakeholders.

Specific Responsibilities

- Direct and lead the People Services function setting and maintaining leading edge standards of People Management across the council and partner organisations.
- Ensure Westminster City Council is an Employer of Choice through leading recruitment, rewarding, motivating and retaining people with the right skills across the council. To ensure the provision of highly skilled and healthy people who are accountable and developed to deliver world class, cost effective services for the people of Westminster.
- Ensure that through effective workforce plans that future workforce needs are met and that change in workforce numbers, skills and work patterns meet organisational needs.
- Lead and collaborate on HR strategies in relation to the council's change programmes and corporate organisational design policy, strategy and initiatives, advising directorates on implementation, monitoring and evaluation, to support delivery of the council's transformation programmes.

- Act as expert adviser on all People issues supporting Members and senior officers on complex/high level matters, and provide leadership of corporate consultation and negotiation to maintain an effective employment relations climate. Advise the Executive Management Team to ensure the organisational culture and structure of the council meets changes in service requirements and statutory obligations.
- Lead and direct council wide succession planning, talent management, learning and development activity for council officers and partner organisations to ensure wider sector workforce development.
- Actively review all services to identify cost effective and innovative delivery models including consideration of outsourcing, co-sourcing or insourcing to ensure that the most effective and efficient delivery methods and working procedures are employed.
- Deliver a reward strategy that is designed to motivate staff to achieve the organisation's objectives.
- Ensure that People Services plays a leading role in embedding cultural change and equality and diversity throughout the organisation.