

# Candidate Brief for the position of Head of Programme Delivery, Smart City Westminster City Council

October 2021



City of Westminster



**Berwick Partners**  
an Odgers Berndtson company

**Westminster**

**Smart**

**City**



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# Welcome Letter

## from Aruj Haider Chief Digital & Innovation Officer

*At Westminster City Council the diverse needs of our residents are at the heart of our ambitions for delivering high-quality services and improving the city. Starting with this focus on need, we're determined to enable improved outcomes through offering a brilliant, connected digital experience to every resident, business, and visitor.*

*Our team will work across the council, and with our wider partner ecosystem to lead our journey to being a Smart City. We take this partnership approach because we know we cannot be a Smart City for All on our own. Working in Westminster is an opportunity to step into a place which is known world-wide, create something special and make an impact for our customers.*

*It's a bold idea. That's why I want an ambitious, diverse and customer obsessed leadership team to work with me. I am looking for a team who can drive change, focus on outcomes, experiment, and learn together to instil digital into every aspect of the council.*

*Westminster offers an exciting place to work, big ambition, an open mind to new ideas and a continuous focus on future opportunities – both for our customers, and colleagues. To be part of this journey we need more than technological know-how. It takes a mindset, the right attitude, and people with drive and commitment to make it happen. People with vision, like you.*

*If you think you have what I am looking for I would love to hear from you.*

*Aruj Haider, Chief Digital and Innovation Officer*

[berwickpartners.co.uk](https://berwickpartners.co.uk)

# Westminster City Council overview

At Westminster City Council we believe 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. Everything we do as a council should improve the lives of every individual in our city.



Westminster is an ambitious council. We're ambitious for our residents, our local businesses, our visitors and our staff. The pace of digital change is fast and getting faster. We're working hard to develop and deliver the kind of innovations and digital solutions that put residents at the heart of what we do, from building smart and digital

products using emerging technologies, such as clean tech, Automation and AI, to the expansion of our innovation hub and tech alliances. As a collective team we are focused on bringing the 'City for All' vision to life through becoming one of the best connected and most technologically advanced cities on the planet, and together we will make a huge difference to our residents and communities.

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:





# The Westminster Way

## 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.



## Background to the role

At Westminster City Council we are working to create an inclusive Smart City for All, using innovation, technology, and partnerships to deliver quality services and world-leading experiences for our residents, businesses and visitors. We are harnessing the best in smart technology, to make our city more sustainable, inclusive and successful. We have big ambitions, and this Head of Programme Delivery will lead the programme team to successful delivery of our global leading Smart City ambitions.

Through our Smart City team our ambition is to be a global centre of innovation. Our approach will be guided by citizens' needs and data insights to enhance services for residents, businesses and visitors. Residents will be empowered to be digital by choice and through the Smart City team we will improve access to services. Working in partnership with experts and local communities the team will look for innovative practices to make our services efficient and improve outcomes. The work of this team supports our net zero carbon targets, and improving the public realm using new technologies to create exciting and extraordinary experiences for people.

Our current way of working is made up of a number of connected teams. We are working hard to understand how to better integrate these teams to support our Smart City, our customer and digital ambitions and we are looking for the right leaders to be part of developing this exciting and innovative future.

This role will be accountable for the delivery of our Smart City ambitions. The role holder will need to have a relentless focus on delivery, ensuring the achievement of agreed outcomes, on budget and on time. They will lead the delivery of our Smart City Vision and Strategy, championing our mission both internally and externally and ensuring our aims remain fresh, ambitious, and take into account latest developments in both technology and society.

# The Role will

- Lead and be accountable for the delivery of our Smart City ambitions, Vision and Strategy.
- Have a relentless focus on delivering a complex and fast developing programme of change which is highly ambitious, visible and political.
- Have a constant eye on the development of the programme, furthering our ambitions and providing a clear pipeline of activity that is shaped by, and visible to, our communities, services, and strategic partners. Achieving a step change in the way the organisation thinks about and delivers Smart activities.
- Develop and implement a roadmap of Smart activity for the Council, undertaking appropriate engagement, planning and resource identification to support fast paced outcome focused delivery, including being responsible for the delivery of resident/business/visitor and financial benefits.
- Drive an innovation and experimentation culture across the organisation.
- Implement appropriate governance, in line with Agile principles, to enable this work to progress at pace whilst also having appropriate operational grip on activities underway.
- Provide leadership and direction to our Smart City Programme team, with responsibility for senior leadership across a mix of disciplines, ensuring the right mix of skills, capabilities and development opportunities. Provide mentoring to junior staff (e.g. graduates, apprentices etc).
- Build and lead effective virtual product teams around areas such as the council's Smart City Operating System, working collaboratively with subject matter experts in other services/directorates to drive a proactive approach to the delivery of innovative outcomes.





- Act as strategic partner to stakeholders and senior management on all aspects of Smart City. Engage outside the organisation, promoting what we do and take an active part in the local government digital community.
- Collaborate with business leads to understand the needs of the organisation, their local insight into improvements in the organisation and delivery of services and business processes.
- Work as part of the Chief Digital and Innovation Officer's leadership team to support our Digital and Innovation portfolio to deliver effective, ambitious and rapid change for the benefit of the City.
- Be an active member of the leadership team, taking responsibility for our most bold and complex new projects and services, contributing to corporate initiatives; helping the team improve how it works.



- Be an open, collaborative and positive corporate leader; constantly work with others to make sure digital is woven into the fabric of how the council runs.
- Undertake all duties with due regard to the provisions of health and safety regulations and legislation, Data Protection/GDPR, the Council's Equal Opportunities and Customer Care policies.

#### Budget Responsibilities:

- £3m Budget
- Staffing £ 1m
- Procurement £ as required





# The Candidate

We are looking for individuals with not only the right technical and delivery competencies, but more importantly with the right attitude and approach. The successful candidate will:

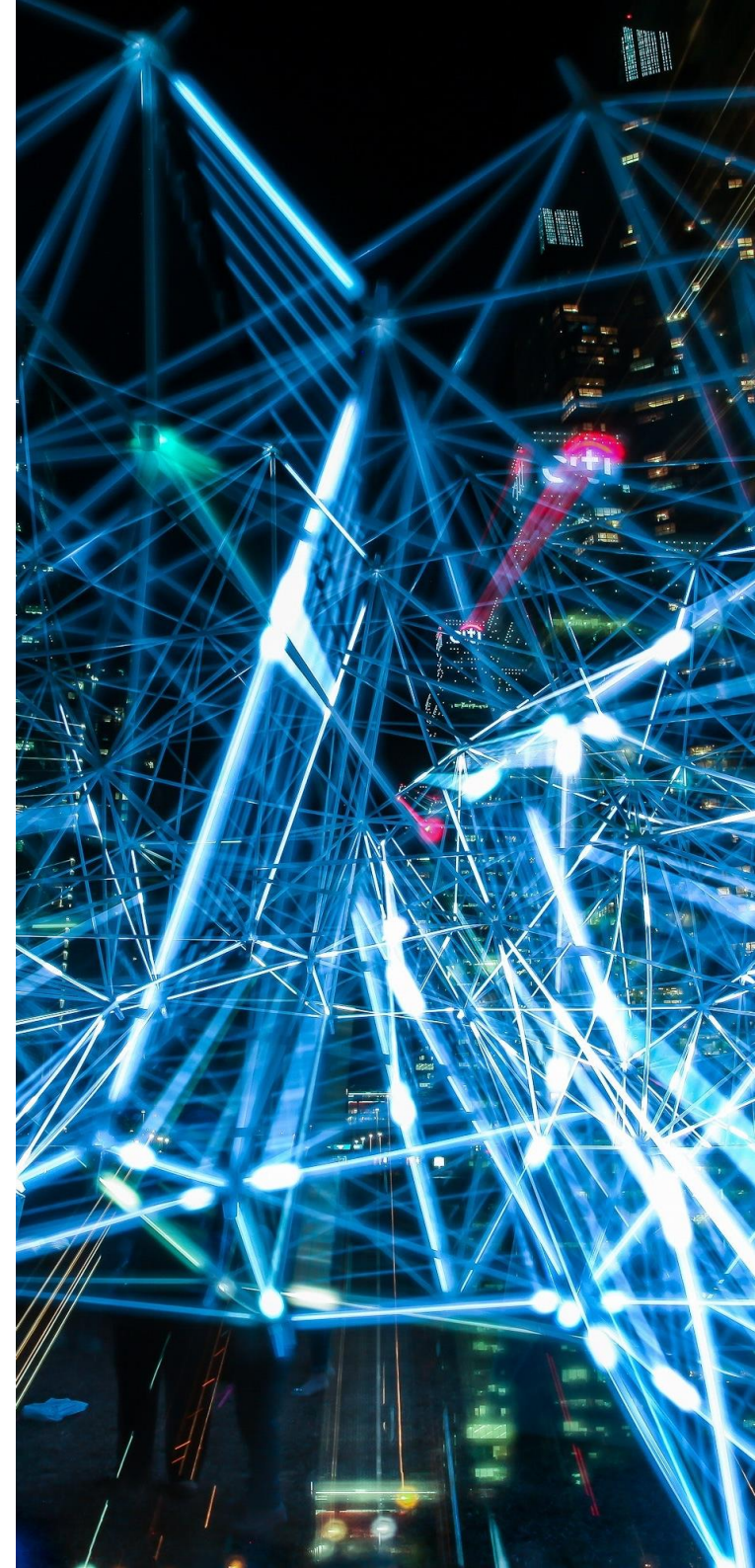
- Substantial track record of successful delivery of complex, fast paced programmes.
- Experience of leading a significant programme of change with comparable scope, budgets and resources.
- Ability to develop and implement innovative ideas, often exploring new areas, iterating and improving solutions and experiences at pace.
- Significant experience using data-insights to drive decision making, planning and delivery.
- Lead and delivered transformation using both PRINCE2 and Agile methodologies.
- Experience of effective evidence-based performance management to measure and demonstrate the outcomes being delivered.
- Local government experience is not essential for candidates who can prove they have delivered in similar environments.
- The right candidate for Westminster is brave and bold in their approach, caring about the impact their work has and keeping a total focus on delivery.
- Proven ability to manage political and cultural issues and deliver project, programme and change management programmes.

We are a council that is committed to providing the best services possible for the residents. The Head of Programme Delivery will be passionate about delivering meaningful change, innovative in how they would do this and collaborative in their approach.

Through fostering the right culture, beliefs, and values, WCC want to achieve more for the residents we serve. From our Members to employees, we have a genuine ambition to embrace a community focus and make Westminster the place where each and every resident, regardless of background or economic situation, can have access to brilliant services and prosper.

We are looking for people who are excited by working for a modern organisation that embraces diversity, and cultural reformation, whilst retaining its residents and people at the centre of decision-making. We are looking for someone wanting to join an organisation that will provide opportunities to further their career whilst delivering great services for residents.

We have an excellent Learning and Development offering, leadership programmes and a sense of adding real value to the lives of residents, businesses and communities.



# Commitment to Diversity and Opportunity

At Westminster City Council, we are passionate about our aim to be an inclusive workplace for all that reflects the communities we serve, and we believe everyone is valued. We particularly welcome applicants from underrepresented backgrounds, including BAME, LGBTQ+ and those with hidden or visible disabilities. We're committed to ensuring all our staff – regardless of gender, age, religion, sexuality, ethnicity or disability – can succeed. We value diversity and appreciate that people work in different ways. So, as a Timewise employer we work to provide flexible working arrangements and an empowering environment that enables you to be your best, that is the Westminster Way.

The Council and its partners are committed to achieving diverse shortlists for all leadership vacancies to support our desire to increase the number of staff from underrepresented groups in our workforce. As part of this ambition, if you are from a black, Asian and minority ethnic background (BAME) you can self-declare this to the hiring manager as part of our positive action commitments.



Image credit: Young Westminster Foundation

# How to Apply

- The preferred method of application is online at <https://www.berwickpartners.co.uk/83883>
- If you are unable to apply online, please email your application to [response.manager@berwickpartners.co.uk](mailto:response.manager@berwickpartners.co.uk)
- All applications will receive an automated response.
- All candidates are also requested to complete an online Equal Opportunities Monitoring Form which will be found at the end of the application process.
- We participate in the Disability Confident scheme and so guarantee an interview to all candidates that declare a disability and meet the minimum criteria of the role, to apply under this scheme please make it clear in your application, and/or contact our recruitment partners at Berwick Partners
- For detailed information on how we process your personal data, please review our privacy policy on our website [www.berwickpartners.co.uk/privacy-policy/](http://www.berwickpartners.co.uk/privacy-policy/)
- In line with GDPR, we ask that you do NOT send us any information that can identify children or any of your Sensitive Personal Data (racial or ethnic origin, political opinions, religious or philosophical beliefs, trade union membership, data concerning health or sex life and sexual orientation, genetic and/or biometric data) in your CV and application documentation. Following this notice, any inclusion of your Sensitive Personal Data in your CV/application documentation will be understood by us as your express consent to process this information going forward. Please also remember to not mention anyone's information or details (e.g., referees) who have not previously agreed to their inclusion.





# Get in Touch

If you have any queries or would like more information in regard to this document, please contact:

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