



City of Westminster

Director of People and Culture

What we value at Westminster

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.

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.

Our Westminster Way is the Council's culture framework. At the heart of this is our people promise; *Westminster promises to help you thrive at work, grow your career and feel backed through challenges.*

This is then underpinned by our principles:

- **Everyone is a leader** - We believe in responsible stewardship at every level of our organisation. Therefore, we take ownership of our roles, act equitably, and support each other to succeed. We use our influence to create positive change, no matter our role or job title.
- **Everyone is valued** - We believe in the equality of all people, and we recognise that diversity is a strength that enriches our work and our communities. When we each play our part in making others feel respected, included, and valued, we shape a council and a city, where everyone can belong and thrive
- **Everyone is connected** - We believe that our greatest achievements come when we unite as one, working together across roles, teams, and communities. So, we break down silos and collaborate to drive innovation, impact and growth for the communities we serve
- **Everyone impacts community** - We believe that thriving, resilient communities are built on trust, care, and connection – and that the best outcomes happen when people are truly heard. We put people at the heart of our decisions and actions, understanding their needs, focusing on meaningful outcomes, and working with honesty and care

	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	The Director of People and Culture is a visible, values-led leader responsible for shaping an inclusive, high-performing and future-ready organisation. The role leads people and culture as a core enabler of transformation, ensuring Westminster has the leadership, skills, talent and organisational resilience needed to embrace innovation, change and deliver excellent outcomes for communities, while continuously embedding equality, diversity and inclusion and the principles of Our Westminster Way. You will lead a people and culture function that grows capability, develops leadership and creates clear pathways for progression and succession, building a workforce that can adapt to changing service needs and the opportunities of new technology. Working closely with the Executive Leadership Team, you will be the Council's principal adviser on people, culture and workforce transformation, helping leaders build an environment where people can thrive, managers lead well, and organisational change is delivered with confidence, care and clarity. You will champion equality, diversity and inclusion and values-driven leadership in everything the function does, ensuring workforce strategy, leadership expectations, employee experience and organisational development are all designed to create belonging, fairness and opportunity for all. A key part of the role is to modernise HR as an exemplar of change by prioritising the intelligent use of AI, automation and digital tools in core HR processes, so that routine activity is streamlined and greater leadership attention can be focused on people, culture, development and organisational performance.
	Budget Responsibilities - Staffing £1.5 million Other £2 million
What do we expect this role to achieve?	• Demonstrate highly visible leadership to a diverse workforce of around 3,500 employees. • Shape and lead a people and culture strategy that supports organisational transformation, strengthens leadership capability and builds a resilient, future-ready workforce, with equality, diversity, inclusion and Our Westminster Way embedded throughout.

	• Build trusted and productive relationships with Trade Unions and senior leaders to support workforce change in a way that is constructive, transparent, inclusive and aligned to council values and Our Westminster Way. • Enable the council's ambition to be an exemplary employer, creating a working environment and culture that is reflective of the council's values and consistently accessible, inclusive and anti-racist. • Lead the development of future-focused ways of working, ensuring culture, leadership, process and technology change work together to improve organisational performance and employee experience, while reinforcing inclusive practice and values-led behaviours. • Develop a culture of continuous learning, innovation and improvement so that people are equipped to respond to change, grow their skills and contribute to high performance, with belonging, fairness and continuous reinforcement of Our Westminster Way at its core. • Create a clear and ambitious approach to talent, progression and succession, growing leadership and professional capability at all levels and building strong pipelines for the future. • Ensure EDI is embedded proactively in workforce design, leadership practice, talent development and employee experience, and be a visible champion of anti-racist, inclusive and values-led leadership. • Partner with services and corporate leaders to shape the people and culture response to change programmes, ensuring workforce implications, leadership needs and culture change are addressed early and well. • Lead and drive the people and culture elements of the organisation's transformation programme, acting as a key enabler of transformation activity and helping the organisation navigate change with confidence, clarity and care. • Position Westminster as an employer of choice by creating a compelling employee experience and attracting, developing and retaining people with the mindset and skills needed for the future.
Band/Salary range	Band 6
Work style	Agile and flexible working conditions
Your manager & team	Reports to

	Chief Operating Officer Direct Reports: 5
Experience	• Substantial senior leadership experience, evidenced by a strong track record of shaping people and culture strategy, organisational development and workforce transformation in a large, complex organisation. • Demonstrable experience of establishing and building partnerships and productive working relationships within a complex policy and service environment with senior managers, and a wide range of other bodies, such as partner organisations, communities, public agencies and statutory bodies. • Demonstrable experience of leading major change, developing leadership capability, and building approaches to talent, progression and succession that strengthen organisational resilience, advance equality of opportunity and embed inclusive, values-led leadership. • 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. • Evidence of a commercial approach as well as the ability to challenge where appropriate
Skills	• 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. • Proven ability to lead complex organisational change and navigate political, cultural and service challenges while maintaining trust, engagement and momentum. • Ability to lead workforce change and employee relations with credibility and care, creating constructive dialogue and supporting sustainable transformation. • Ability to translate strategic objectives into operational plans. • Ability to inspire, coach and develop others, building inclusive leadership, strong teams and a culture where people can grow, perform and thrive in line with Our Westminster Way. • Strong understanding of the workforce of the future, including the role of digital, AI and automation in redesigning services, modernising HR processes and freeing capacity for higher-value people and culture work.

	• Advanced relationship and stakeholder management skills and skilled in written and verbal communication to influence and engage others effectively. • Excellent financial and budget management skills with the ability to deliver economies through creative and efficient working practices. • A strong personal commitment to equality, diversity and inclusion, with the credibility to model Our Westminster Way and embed belonging, fairness, opportunity and values-driven leadership across the organisation. Qualifications • Relevant professional qualification or relevant 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 • Values and behaviours Our values and behaviours are at the heart of everything we do. We expect you to work in Our Westminster Way, empowering, engaging and encouraging your teams to deliver our corporate vision, while continuously embedding inclusive, respectful and equitable practice. • 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 expect you to champion and embed this in your day-to-day work, decision-making, leadership practice and organisational change, in line with Our Westminster Way.
Additional values and behaviours for Managers	People and Service Management • Role model Our 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.
--	---