

# Appointments & Disciplinary Committee Agenda



To: Mayor Jason Perry (Chair)  
Councillor Lynne Hale (Vice-Chair)  
Councillors Jason Cummings, Stuart King, Enid Mollyneaux and  
Callton Young

A meeting of the **Appointments & Disciplinary Committee** which you are hereby invited to attend, will be held **Friday, 29 September 2023 at 1.30 pm. Room 1.01 and 1.02 - Bernard Weatherill House, Mint Walk, Croydon CR0 1EA.**

Katherine Kerswell  
Chief Executive  
London Borough of Croydon  
Bernard Weatherill House  
8 Mint Walk, Croydon CR0 1EA

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## **AGENDA**

**1. Apologies for Absence**

To receive any apologies for absence from Members.

**2. Minutes (Part A - Open) of the Previous Meeting (Pages 5 - 10)**

To approve the Part A minutes of the Appointments & Disciplinary Committee meeting held on Monday 21 August 2023 and Friday 8 September 2023 as an accurate record.

**3. Disclosure of Interests**

Members are invited to declare any disclosable pecuniary interests (DPIs), pecuniary or non-pecuniary interests they may have in relation to any item(s) of business on today's agenda.

**4. Appointment to the post of Director of Housing Management (Pages 11 - 34)**

This report seeks the Committee's approval to agree the salary package and undertake the selection and appointment to the post of Director of Housing Management.

**5. Appointment to the post of Director of Housing, Homelessness Prevention & Accommodation (Pages 35 - 56)**

This report seeks the Committee's approval to agree the salary package and undertake the selection and appointment to the post of Director of Housing, Homelessness Prevention & Accommodation.

**6. Exclusion of Press and Public**

The following motion is to be moved and seconded where it is proposed to exclude the press and public from the remainder of a meeting or a particular item:

“That, under Section 100A(4) of the Local Government Act, 1972, the press and public be excluded from the meeting for the following items of business on the grounds that it involves the likely disclosure of exempt information falling within those paragraphs indicated in Part 1 of Schedule 12A of the Local Government Act 1972, as amended.”

**7. Minutes (Part B - Exempt) of the Previous Meeting (Pages 57 - 60)**

To approve the Part B minutes of the Appointments & Disciplinary Committee meeting held on the Monday 21 August 2023 and Friday 8 September 2023 as an accurate record.

- 8. Appointment to the post of Director of Housing Management**
  
- 9. Appointment to the post of Director of Housing, Homelessness Prevention & Accommodation**

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## Appointments & Disciplinary Committee

Meeting of Appointments and Disciplinary Committee held on Monday, 21 August 2023 at 2.02 pm in Room 1.01 and 1.02 - Bernard Weatherill House, Mint Walk, Croydon CR0 1EA

### MINUTES

**Present:** Mayor Jason Perry (Chair);  
Councillor Lynne Hale (Vice-Chair);  
Councillor Jason Cummings, Stuart King, Enid Mollyneaux and Callton Young

**Also Present:** Elaine Jackson, Assistant Chief Executive Officer  
Dean Shoesmith, Chief People's Officer  
Gillian Bevan, Head of Human Resources  
Nick Hibberd, Corporate Director for Sustainable Communities, Regeneration & Economic Recovery  
Adrian May, Interim Head of Democratic Services  
Michelle Ossei-Gerning, Democratic Services Officer

### PART A

39/22 **Apologies for Absence**

There were no apologies.

**Minutes of the Previous Meeting**

The minute to the meetings held on Wednesday 12 July 2023 and Tuesday 18 July 2023 were approved as an accurate record following the amendment to paragraph 5/23 in line thirteen to change the word re-enlightenment to 're-alignment'.

40/22 **Disclosure of Interests**

Members confirmed that their entries on the Council's register of interests were up to date and that they had no further disclosures to make.

## **Review of Temporary Deputy Chief Officer Cover Arrangement: Extension of Assignment**

The Appointment and Disciplinary Committee considered the Review of Temporary Deputy Chief Officer Cover Arrangement: Extension of Assignment.

The Head of Human Resources, Gillian Bevan provided an overview of the report addressing that this post had an extended assignment for twelve months. The current appointed post was due to expire on 6 September 2023 and the permanent appointment would follow in early 2024. The recruitment was scheduled to take place in six months. The postholder would see the delivery of the asset sales and leading on the improvement programme, and the interim assignment to maintain service continuity. There would be an overspend in the current year and agency costs would be within the divisional directorate.

The Committee discussed in detail the appointment and the financial costing of this role querying whether officers explored the means to spend, or a re-negotiation of the rate given that £88k was a significant amount notwithstanding the important role. Officers explained that work was undertaken at the time to review after six months instead of the twelve months to get through the role recommended that was the required route of process. The Committee further heard that the role was a niche skillset and a difficult role to attract and a hard role to recruit. The role existed for the number of projects to oversee.

The Committee shared their mixed views around the options they would have preferred to have been explored of the overspend before the report was brought to the Committee.

The motion to approve the recommendations was taken to a vote. This was seconded by Councillor Lynne Hale. The recommendations carried with three Members voting in favour and three Members abstaining their vote.

The Committee **RESOLVED** to:

- 1.1. To agree to extend the current temporary cover arrangement for the Interim Director of Commercial Investment and Capital for 12 months from 7 September 2023 until 6 September 2024, pending a workforce review following which permanent recruitment will take place.
- 1.2. Note that if the extension is agreed, the Committee's decision will be subject to the usual notification requirements in paragraph 3.3 of Part 4J (Staff Employment Procedure Rules) in the Constitution.

42/22

### **Appointment to the post of Director of Culture & Community Safety**

The Appointment and Disciplinary Committee considered the Appointment to the post of Director of Culture & Community Safety report.

The Chief Peoples Officer, Dean Shoesmith, and the Corporate Director for Sustainable Communities, Regeneration and Economic Recovery shared with the Committee that the terms and conditions of the Director was a Grade 2 position of £112195 - £116040. The post had a significant portfolio of delivering services, working with strategic partners, tackling violence against females and crime and safety issues, and other serious violent duties. Other areas included the culture and leisure, delivering a legacy for the London borough of culture for Fairfield Halls and museums and contract with GLL. The post would also support two further services – the coroners service and the emergency planning resilience services.

The Committee was further informed that the post was advertised via the Human Resources departmental process on the council website. The service received a positive response from the advertisement and did not require to market on a wider search.

The Committee unanimously **RESOLVED**: To

- 1.1 Agree the salary package for the post of Director of Culture & Community Safety £112,195-£116,648 per annum.
- 1.2 Undertake the selection for and agree a short-list for final panel interview for the post of Director of Culture & Community Safety from the candidate(s) detailed in the Exempt/Part B appendices attached to this report.
- 1.3 Note that any appointment will be subject to the appointment notification process set out in section 3.3 of part 4J of the Council's Constitution (Staff Employment Procedure Rules).

43/22

### **Exclusion of Press and Public**

The following motion was proposed by Mayor Perry, seconded by Councillor Hale and agreed by the Committee to exclude the press and public for the remainder of the meeting.

“That, under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that it involves the likely disclosure of exempt information falling within paragraphs 1, 2 and 5 as indicated in Part 1 of Schedule 12A of the Local Government Act 1972, as amended”.

**[PUBLIC VERSION OF PART B MINUTES]**

44/23            **Minutes (Part B - Exempt) of the Previous Meeting**

The Part B minutes to the meeting held on Wednesday 12 July 2023 were agreed as an accurate record.

45/23            **Urgent Business**

There were no items of urgent business

46/23            **Appointment to the post of Director of Culture & Community Safety**

*Please note that a full confidential minute has also been produced for this item, although the resolutions agreed by the Committee are set out in the public minute above.*

The meeting ended at 14:52



## Appointments & Disciplinary Committee

Meeting of Appointment & Disciplinary Committee held on Friday, 8 September 2023 at 10.30 am in Room 1.01 and 1.02 - Bernard Weatherill House, Mint Walk, Croydon CR0 1EA

### MINUTES

- Present:** Mayor Jason Perry (Chair);
- Councillors Jason Cummings, Stuart King, Ola Kolade, Enid Mollyneaux and Callton Young
- Also Present:** Katherine Kerswell, Chief Executive Officer  
Dean Shoesmith, Chief People's Officer  
Simon Trevaskis, Senior Democratic Services Officer

### PART A

- 47/22      **Apologies for Absence**
- Apologies for absence was received from Councillor Lynne Hale. Councillor Ola Kolade was present as substitute.
- Apologies for lateness was received from Councillor Stuart King.
- 48/22      **Minutes (Part A - Open) of the Previous Meeting**
- The Part A minutes to the meeting held on Monday 21 August 2023 would be presented at the next scheduled meeting of the Committee.
- 49/22      **Disclosure of Interests**
- Members confirmed that their entries on the Council's register of interests were up to date and that they had no further disclosures to make.
- 50/22      **Urgent Business**
- There were no items of urgent business

51/22

### **Appointment to the post of Director of Culture & Community Safety**

The Appointment and Disciplinary Committee considered the Appointment to the post of Director of Culture and Community Safety, which followed the last meeting held on 21 August 2023 where Members had agreed to interview a number of candidates for the role of Director of Culture and Community Safety and agreed to hold the final panel of interviews on 8 September 2023.

Full details to the Director of Culture and Community Safety role were available online and within the agenda pack for the Appointment and Disciplinary Committee meeting held on 21 August 2023.

The interviews were held in private.

52/22

### **Exclusion of Press and Public**

The following motion was proposed by Mayor Perry, seconded by Councillor Young and agreed by the Committee to exclude the press and public for the remainder of the meeting.

“That, under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that it involves the likely disclosure of exempt information falling within paragraphs 1, 2 and 5 as indicated in Part 1 of Schedule 12A of the Local Government Act 1972, as amended”.

53/22

### **Minutes (Part B - Exempt) of the Previous Meeting**

The Part B minutes to the meeting held on Monday 21 August 2023 would be presented at the next scheduled meeting of the Committee.

54/22

### **Appointment to the post of Director of Culture & Community Safety**

*Please note that a full confidential minute has also been produced for this item, although the resolutions agreed by the Committee are set out in the public minute above.*

The meeting ended at 10.36 am

# Agenda Item 4

## LONDON BOROUGH OF CROYDON

<b>REPORT:</b>	<b>APPOINTMENTS AND DISCIPLINARY COMMITTEE</b>	
<b>DATE OF DECISION</b>	<b>Friday 29 September 2023</b>	
<b>REPORT TITLE:</b>	<b>Appointment to the post of Director of Housing Management</b>	
<b>CORPORATE DIRECTOR / DIRECTOR:</b>	<b>KATHERINE KERSWELL CHIEF EXECUTIVE AND HEAD OF PAID SERVICE</b>	
<b>LEAD OFFICER:</b>	<b>Katherine Kerswell Chief Executive and Head of Paid Service</b>	
<b>LEAD MEMBER:</b>	<b>All</b>	
<b>AUTHORITY TO TAKE DECISION:</b>	Appointments of staff are a non-executive function of the Council and the Council's established practice is to report all director appointments to Members for decision.	
<b>KEY DECISION?</b>	<b>No</b>	REASON: N/A
<b>CONTAINS EXEMPT INFORMATION?</b>	Yes	Details of the candidate(s) set out in the exempt/Part B appendices under paragraph 1 (information relating to any individual) and paragraph 2 (information which is likely to reveal the identity of an individual) and, in all the circumstances, the public interest in maintaining the exemptions outweighs the public interest in disclosing the information for the reasons set out in this report.
<b>WARDS AFFECTED:</b>	<b>N/A</b>	

### 1 SUMMARY OF REPORT

- 1.1 This report seeks the Committee's approval to agree the salary package and undertake the selection and appointment to the post of Director of Housing Management.

## **2 RECOMMENDATIONS**

For the reasons set out in the report Appointments and Disciplinary Committee is recommended to:

- 2.1** Agree the salary package for the post of Director of Housing Management Grade 3, £122,803-£127,684 per annum.
- 2.2** Undertake the selection for and agree an appointment to the post of Director of Housing Management from the candidate(s) detailed in the Exempt/Part B appendices attached to this report.
- 2.3** Note that any appointment will be subject to the appointment notification process set out in section 3.3 of part 4J of the Council's Constitution (Staff Employment Procedure Rules).

## **3. BACKGROUND AND DETAILS**

### **3.1 Job Purpose:**

As a member of the Housing Directorate's management team, the Director of Housing Management Services reports to the Corporate Director, Housing and will work collaboratively with other directors, corporate directors and the chief executive to deliver the Mayor's Business Plan, and the Housing Transformation Programme. This role will primarily focus on leading the Housing Directorate's Landlord responsibilities. This includes leading approximately 200 staff covering tenancy management, rent accounting, income collection, leaseholder/home ownership services, safeguarding, low level anti- social behaviour intervention, lettings, voids, estate improvements, community development, resident engagement, and estate caretaking service.

The post holder is responsible for the development and delivery of an effective and efficient landlord service whilst ensuring delivery of the charter for Social Housing Tenants, requirements of the Building Safety and Fire Safety Acts, and meeting the Regulator for Social Housing's Standards.

To lead and shape the landlord services division and be responsible for the delivery of and the performance of statutorily defined local authority functions relating to landlord housing services including: Tenancy management, Income Collection, Low level anti-social behaviour intervention, Rent Accounting, Lettings, Tenancy safeguarding. Ensuring that effective systems are in place for discharging these functions working with the voluntary sector and other providers as appropriate.

Lead and shape on the delivery of excellent customer service of the Repairs Contact Centre and digital forms of contact and on the resident engagement activities for the directorate, ensuring an up-to-date Resident Engagement Strategy is in place and delivers the promise of the Resident's Charter.

Responsible for the delivery of estate caretaking, improvement and development activities which enhance the estates and communities within them and the new Voids management process which minimizes turnaround time and maximises opportunity to generate income, reduce housing need pressure and minimise the use of Temporary Accommodation.

Assist the council in meeting its statutory responsibilities to priority and non-priority homeless households including the development of housing strategies to enable residents to make informed decisions. To support the delivery of housing need arrangements and support the preventative aspects of homelessness and minimising the use of temporary accommodation.

Be responsible for effective financial and operational performance of the Housing Revenue Account and operational budgets, maximising use of assets and supporting growth.

#### Localism Act 2011 and Pay Policy

- 3.2** The Appointments & Disciplinary Committee established at the Annual Council Meeting in May 2022 has delegated responsibility for approving appointments beyond the threshold specified in statutory guidance issued by the Secretary of State under section 40 of the Localism Act 2011. The statutory guidance provides that elected Members should be given an opportunity to vote before salary packages upon appointment at or above a specified threshold are offered. For these purposes, the specified threshold is currently £100,000 as set by Government.
- 3.3** As set out in the Council's Pay Policy Statement agreed by the Council on 1 March 2023 Director roles are placed on a grade and salary within the Croydon Chief Officer Grades 1 and 3 following evaluation of their post using the Hay job evaluation scheme with provision for incremental progression to the top spinal point of the grade. The Policy also provides that the salaries will be reviewed in line with national awards as determined by the JNC for Local Authority Chief Executives. The salary scale for the Director of Housing Management is Grade 3 £122,803-£127,684 per annum.
- 3.4** Under these arrangements the Director of Housing Management, receive a salary package which would engage the Committee's discretion in accordance with the delegation set out above and therefore a decision is required by the Committee to appoint at this pay level.
- 3.5** The Council's Staff Employment Procedure Rules at Part 4.J of the Constitution provide for a notification process to ensure that the Mayor and any other Cabinet Members have no objections to the offer of appointment occurs before an offer of appointment is made to him/her and these requirements will be complied with should members approve the above recommendations

## **4. ALTERNATIVE OPTIONS CONSIDERED**

- 4.1** The current post holder is employed on an interim basis on a day rate and to continue with that arrangement would be at a substantial cost to the council so to recruit on a

permanent basis is considered the viable option to sustain and maintain a stable management team.

## **5. CONSULTATION**

- 5.1** The recruitment campaign and assessment and selection process included advertising on both Croydon's internal and external job sites, Local Government Jobs, and LinkedIn. We also had exposure on 'Indeed' as they list and promote our roles free of charge. Applicants undertake first stage conversations with Corporate Director, Housing and Corporate Director, Sustainable Communities, Regeneration & Economic Recovery and will meet with a panel made up from members of the Council Management Team and relevant external stakeholders, prior to the final interview.

## **6. IMPLICATIONS**

### **6.1 FINANCIAL IMPLICATIONS**

There are no specific direct financial implications arising from this recruitment as salary costs and the associated on-costs will be met from existing budget within the Housing directorate.

### **6.2 Risks**

The failure to recruit the right candidate is always a risk and may result in further costs to recruit should this happen. There are broader operational and delivery implications, particularly with savings targets and other directorate responsibilities.

- 6.3** Comments approved by Allister Bannin, Director of Finance (Deputy s151 Officer), 19/9/23

## **7. LEGAL IMPLICATIONS**

- 7.1** Under section 112 of the Local Government Act 1972, the Council may generally appoint such staff as it considers necessary for the proper discharge of its functions on such reasonable terms and conditions, including remuneration, as the Council thinks fit.
- 7.2** The function of appointment of a member of staff below deputy chief officer level must be discharged by the Head of Paid Service or by an officer nominated by the Head of Paid Service. Appointment decisions concerning more senior officers can be made by officers or Members subject to statutory requirements, Council rules and established practices.
- 7.3** However, under section 40 of the Localism Act 2011, the Council must have regard to guidance issued by the Secretary of State when preparing and approving its pay policy statement. The Guidance entitled "Openness and accountability in local pay; guidance under section 40 of the Localism Act" provides "full council, or a meeting of members should be offered the opportunity to vote before large salary packages are offered in respect of a new appointment. The Secretary of State considers that £100,000 is the right level for that threshold to be set".

- 7.4** Under section 41 of the Localism Act 2011, the Council must comply with its pay policy statement when making certain determinations relating to remuneration. The Council must also comply with its obligations under regulation 10 of the Accounts and Audit Regulations 2015 and the Local Government Transparency Code.
- 7.4** The Council's pay policy statement provides that "The Appointments and Disciplinary Committee has delegated responsibility for approving appointments and decisions about remuneration packages for new appointments of £100,000 or more per year in accordance with the Localism Act 2011."
- 7.5** It provides that "Corporate Directors and Directors are paid salaries aligned to the Croydon Chief Officer grades, as set out in Appendix 1a, with provision for annual incremental progression to the top of the grade. Salaries are reviewed in line with the national awards, as determined by the JNC for Local Authority Chief Executives and Chief Officers.
- 7.6** Staff Employment Procedure Rules at Part 4.J of the Constitution provides for a notification process to ensure that the Mayor and any other Cabinet Members have no material or well-founded objections to the offer of appointment and this process must take place before an offer of appointment can be made.
- 7.7** *Approved by:* Head of Litigation and Corporate Law for and on behalf of Stephen Lawrence-Orumwense the Director Legal Services and Monitoring Officer Date: 20/9/23

## **8. EQUALITIES IMPLICATIONS**

- 8.1** The posts are senior posts within the Council, therefore post holders will have due regard to the Public Sector Equality Duties (PSED) as detailed:
- (i) Eliminate unlawful discrimination, harassment and victimisation
  - (ii) advance equality of opportunity between people who share a protected characteristic and those who don't.
  - (iii) foster or encourage good relations between people who share a protected characteristic and those who don't.
- 8.2** Senior members of staff are also responsible for the deliverables of the Equality Strategy 2020 -2024 within their service area. This includes: ensuring that every strategy, delivery plan and staff appraisal has an equality objective linked to it.
- 8.3** As a member of the management team, the post holder will also have responsibility for the implementation of the Equality Strategy 2020- 2026 which includes the standards of the Chief Executive for London Council's Tackling Racial Injustice programme. This includes ensuring that both equality and race have measurable actions on personal development plans for the post holder.
- 8.4** The post holder will be requested to share equality monitoring data when in post.
- 8.5** Comments approved by: Denise McCausland, Equalities Programme Manager Date: 19/9/23

## **9. HUMAN RESOURCES IMPLICATIONS**

**9.1** There are no additional human resources impacts.

**9.2** Comments approved by Dean Shoesmith, Chief People Officer Date: 19/9/23

**CONTACT OFFICER:** Katie Wallace, Head of Recruitment

## **10. APPENDICES TO THIS REPORT**

Appendix 1: Recruitment pack including Role Profile

**Exempt/Part B Appendices**

**BACKGROUND DOCUMENTS:** none



# **CANDIDATE BRIEFING PACK**

**Director of Housing Management**

**London Borough of Croydon**

**August 2023**

**CROYDON**  
[www.croydon.gov.uk](http://www.croydon.gov.uk)

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# Welcome

Thank you for thinking about joining Croydon Council. This is an exciting time to join us as the Housing Directorate undergoes a massive transformation programme to deliver improved services to our residents.

As you will already know, Croydon has faced significant challenges over the past 3 years, in terms of the Council's governance and financial crisis, and some well-publicised service failures.

We are already making substantial progress, with a clear three-year transformation programme in place. The Executive Mayor Jason Perry was elected in May 2022 and his administration is focused on delivering our Business Plan, which is focused on listening to the people of Croydon and putting the pride back in our borough. Transforming the Housing Service is a fundamental part of that.

We are looking for an outstanding individual to lead the Housing Management Division in the Housing Directorate. The successful candidate will be instrumental in delivering excellent landlord services to our circa 16000 social housing residents and leaseholders.

We are looking for someone who has the right skills and experience, and most importantly someone who fully shares our values, our commitment to Croydon and its people and who wants to make this Council the best it can be.

You will join us at an exciting, yet challenging time for both the Council and the Housing Directorate. You will play a full part as Director in turning round both the Council and housing services.

This will be hard but fulfilling work; you will face challenges and Croydon will test every part of your experience and knowledge to date, but if you are the person we are looking for, this is exactly the opportunity you will relish.

You will not be on your own in this challenge. You will be joining a strong, supportive, and values driven team of senior staff, all helping to rebuild the Council and the Housing Directorate: its finances, its governance, its culture, and its services.

Croydon is a fantastic place; a vital part of London's story with a strong identity in its own right, and a future for the making. This is a rare chance to make genuine change in a place of great opportunity. This is truly one of those once-in-a-career moments, to join us at a time when your impact will be felt the most.

We are building a values-led organisation where people who care passionately about fairness, inclusion, tackling inequality, and making Croydon better for the people who live here will thrive.

Thank you again for your interest in this opportunity and we look forward to receiving your application.

Executive Mayor Jason Perry

Katherine Kerswell, Chief Executive

## About us

As one of London's largest and most diverse boroughs, Croydon is a fantastic place to live, work and spend time, with all the benefits of close proximity to the rest of London and the southeast.

Our borough is made up of diverse communities that stretch from Crystal Palace to Coulsdon and from New Addington to Purley; with bustling district centres and over 120 green spaces that link us together and an urban town at its centre. One of London's largest commercial districts outside the centre, Croydon is a major hub for shoppers, workers and visitors; its excellent transport links include the iconic trams. The borough has a richly diverse cultural scene and is known as the birthplace of music genres from punk to dubstep and the home of grime legend Stormzy.

Croydon's greatest strength is its people. London's most populous borough, Croydon is home to 398,800 (Census, 2021). Caring, passionate and principled, they take huge pride in coming together to improve their borough and help their communities.

Croydon is also home to more than 90,275 people aged under 18 (Census 2021) – more young people than anywhere else in London. We are incredibly proud of them and committed to them and their futures. We look after more vulnerable children and young people than any other council in London; caring for them is a privilege and a priority, and our children's services are rated 'good' by Ofsted.

Over the past decade we have seen huge investment, regeneration and growth in our borough. Croydon remains an attractive and important part of London for ongoing growth and investment – growth from which we want to see all our communities' benefit. However, the impact of our financial challenges mean we must focus on the needs our residents are facing today, regain their trust following the financial and governance crisis at the council and make sure we are a financially sustainable council by 2026.

### **Croydon Council**

Croydon Council is two years into one of the most significant and fast-paced transformational programmes in local government today. The 'Mayor's Business Plan' sets out how we must change as an organisation to provide the good quality core services and value for money our residents and businesses expect. We must do less and do it better.

In addition, the housing service has had its own significant challenges with the issues reported in March 2021 at Regina Road and the subsequent regulatory notice. But transformation of housing is underway and forms an extensive programme overseen by the Housing Improvement Board.

There is a huge amount of change underway and most importantly, we want to involve staff, residents and all our partners in the decisions we make and be open in everything we do. Our passionate and committed workforce is our greatest asset; our partners are our most valued colleagues. We look forward to continuing to work with them as we build the council for Croydon's future.

# Advertisement

## **Director – Housing Management Salary Director Grade 3**

Croydon is a council on a journey. By accepting and addressing the challenges of its past, the council is transforming itself into a modern, sustainable, and resident-focused local authority.

This is an opportunity to be part of a new chapter for Croydon and help shape the future of the council. A council with a passion for driving positive change and delivering excellence; a community with a rich heritage, a diverse population, and a distinct identity. It's an environment in which you can find fresh inspiration and inspire others in equal measure.

Welcome to Croydon Council – and a role that will challenge you and fulfil you like never before. As our Director of Housing Management, you'll head up our Housing Management division, driving widespread improvements and promoting our values across everything from delivering excellent frontline Landlord services, leading on resident engagement activities, manage the new voids process and development of housing strategies to enable residents to make informed decisions. You'll work collaboratively as part of the new corporate team of directors and with our Chief Executive to deliver the Mayor's Business Plan, the Housing Transformation programme, and the Housing Improvement Plan.

### **The impact you will have**

When it comes to housing, we've already started to make some improvements. But there's much more we need to do. Which is why we need an inspirational leader. Taking responsibility for much of the frontline services, you'll work collaboratively across the council as well as with our elected members and really engage with our residents to deliver improvement for housing that will see us working to the highest standards.

There will be difficult decisions to make and tough budgets to deliver. But you'll relish the chance to apply your ideas and ingenuity to find the best ways forward.

Your specific responsibilities will include:

- Lead and shape the landlord services, modernising current target operating models.
- Lead on resident engagement activities for the directorate, ensuring an up-to-date Resident Engagement Strategy is in place and delivers the promise of the Resident's Charter.
- Lead on the delivery of estate caretaking, improvement and development activities which enhance the estates and communities
- Lead on the development and delivery of the newly formed contact centre
- Lead on the delivery of a new Voids management process

- Assist the council in meeting its statutory responsibilities to priority and non-priority homeless households.
- Be responsible for effective financial and operational performance of the Housing Revenue Account and operational budgets.
- Work closely with colleagues across the council and within the directorate to deliver a one council approach to Landlord services.
- Lead and direct the services within the directorate to ensure they deliver effective and efficient services.

### **The skills and experience you will bring**

You'll bring a track record of leadership success in social housing or a related sector – you'll certainly have worked in another similarly large, complex organisation at a senior level alongside a wide range of stakeholders. You will lead and direct the services within the division, to ensure delivery of effective and efficient services against agreed KPIs, that they achieve high standards of performance, that they deliver the duty of best value and that the overall budgets are managed and controlled within the funding envelope agreed.

We're looking for someone who will be a champion for our tenants and an inspiration to our whole organisation as you work tirelessly to ensure people in Croydon have access to the good quality homes and services they deserve, as well as driving continuous improvement in service delivery to achieve high levels of tenant satisfaction and engagement.

### **Who we are – and where we're going**

We fully acknowledge the fact that we haven't got things right in the past and have strengthened our resolve do them better. With a clear financial strategy in place together with an unwavering commitment to listening to our residents and putting them first by upholding our **Residents Charter** to:

1. To treat residents with respect
2. Respond quickly and efficiently to complaints and learn from problems that lead to complaints
3. Be clear and transparent with our residents about how we are performing
4. Provide safe homes and a clean environment which residents are proud to live in
5. Give residents a voice and encourage meaningful decision-making activities
6. Communication is clear and easy to understand

## Job description

<b>Job title:</b> Director of Housing Management	<b>Service Area:</b> Housing Management	
<b>Directorate:</b> Housing	<b>Post Number</b> From Oracle	<b>Evaluation Number</b>
<b>Grade:</b> Dir 3	<b>Date issued: August 2023</b>	

### Croydon Council's priorities

The Mayor's Business Plan has five outcomes:

- The council balances its books, listens to residents and delivers good sustainable services.
- Croydon is a place of opportunity for business, earning and learning.
- Children and young people in Croydon have the chance to thrive, learn and fulfil their potential.
- Croydon is a cleaner, safer and healthier place, a borough we're proud to call home.
- People can lead healthier and independent lives for longer.

### Croydon Council's new ways of working

We will practice sound financial management, being honest about what we've spent and what we can afford.

We will focus on what we, uniquely, can do as the local authority as the democratically elected leaders of our borough. This means we will focus on our core services, and a small number of evidence-based outcomes that deliver our priorities. But we will also continue to use our democratic mandate to convene our partners around a common purpose and to make a clear case for a better deal for Croydon.

We will aim to become a much more transparent, open and honest council.

We will involve residents in our decision making. But we will also need to be clear with residents about what we can do, and what we can't. When we have to say no, we will do so with compassion and take the time to explain our decisions.

**Responsibility for:** Leading the Housing management division of the Housing directorate. Responsible for the delivery of landlord services to our customers including the management of the repairs contact centre and deliver a model of transformative operational management to drive customer satisfaction.

**Job Purpose:**

As a member of the Housing Directorate's management team, the Director of Housing Management Services will work collaboratively with other directors, corporate directors and the chief executive to deliver the Mayor's Business Plan, and the Housing Transformation Programme. This role will primarily focus on leading the Housing Directorate's Landlord responsibilities. This includes leading approximately 200 staff covering tenancy management, rent accounting, income collection, leaseholder/home ownership services, safeguarding, low level anti- social behaviour intervention, lettings, voids, estate improvements, community development, resident engagement, and estate caretaking services.

**Reports to:** Corporate Director of Housing

**Responsible for:**

The development and delivery of an effective and efficient landlord service whilst ensuring delivery of the charter for Social Housing Tenants, requirements of the Building Safety and Fire Safety Acts, and meeting the Regulator for Social Housing's Standards.

The post holder will:

Lead and shape the landlord services division and be responsible for the delivery of and the performance of statutorily defined local authority functions relating to landlord housing services including: Tenancy management, Income Collection, Low level anti-social behaviour intervention, Rent Accounting, Lettings, Tenancy safeguarding. Ensuring that effective systems are in place for discharging these functions working with the voluntary sector and other providers as appropriate.

Lead and shape on the delivery of excellent customer service of the Repairs Contact Centre and digital forms of contact.

Lead on the resident engagement activities for the directorate, ensuring an up-to-date Resident Engagement Strategy is in place and delivers the promise of the Resident's Charter.

Lead on the delivery of estate caretaking, improvement and development activities which enhance the estates and communities within them.

Lead on the delivery of a new Voids management process which minimizes turnaround time and maximises opportunity to generate income, reduce housing need pressure and minimise the use of Temporary Accommodation.



Assist the council in meeting its statutory responsibilities to priority and non-priority homeless households including the development of housing strategies to enable residents to make informed decisions. To support the delivery of housing need arrangements and support the preventative aspects of homelessness and minimising the use of temporary accommodation.

Be responsible for effective financial and operational performance of the Housing Revenue Account and operational budgets, maximising use of assets and supporting growth.

Work closely with colleagues across the council and within the directorate to deliver a one council approach to Landlord services.

Lead and direct the services within the directorate in to ensure that they deliver effective and efficient services against agreed KPIs, that they set and achieve high standards of performance, that they provide best value and that the overall budgets are managed and controlled within the funding envelope agreed.

### **Corporate Accountabilities**

To take a “one Council” approach to deliver more effective outcomes and at all times avoid a siloed, single division or service area approach.

To actively seek out and learn from external good practice and bring those new ideas and ways of working into service development and delivery.

To contribute and lead as required as a project owner on the delivery and implementation of specific corporate projects.

To actively role model the council’s priorities and ways of working and the council’s leadership framework and values.

To lead, manage and develop staff teams and ensure compliance with the council’s performance management system and all HR policies and procedures

Be accountable for associated budget and have affordable plans in place to deliver the annual budget and Medium-Term Financial Plan.

Provide assurance that the services are compliant and performance monitoring is part of the corporate rhythm, and exceptions have robust action plans.

To operate within the governance, financial and legal frameworks of the Council at all times.

Ensure equality, diversity and inclusion is embedded into all aspects of professional and managerial roles, including service delivery and at all times carry out your duties with regard to the Council policy.

Ensure by robust management that the services and staff you are responsible for adhere to the Council’s Health and Safety Policy and operate within the safety management frameworks.

To ensure the effective management of data and security of information received and used

within the division, to comply with the relevant legislation such as GDPR and the Freedom of Information Act, recognising that the council wishes to operate in the most open and transparent way.

Participate in cross organisational risk management and emergency planning activities as required.

Represent Croydon Council externally as appropriate to the role, to ensure strong partnership working, strong public relations, and for other reasons as appropriate.

Deputise for the Corporate Director of Housing on all matters as required.

Work with the Corporate Director of Housing and the other housing directors, take responsibility for building a whole Council approach to deliver on the ambitions of our priorities on housing.

### **Service Accountabilities:**

To lead on all aspects of housing landlord function including:

- Tenancy management and estate caretaking services – delivering tenancy management and support and creating clean and vibrant neighbourhoods. Leading approximately 77 staff who will support the provision of cohesive neighbourhood services which engage with and give residents influence over service delivery. Identifying neighbourhood priorities, formulating investment plans and enforcing tenancy and lease conditions.
- Income collection – accountability for the income collection housing team. This team is made up of approximately 73 staff, collecting income, charges and arrears for tenancies, garages, leaseholders, providing support and welfare advice.
- Lettings – leading a team responsible for an effective and supportive lettings service. Staff numbers are included in income collections team.
- Rent accounting – creation of a business support team to effectively and efficiently manage rent account set-up.
- Visiting Team – oversight into the visiting team outputs which oversee the damp and mould follow-ups, fire safety tenancy checks, safeguarding visits.
- Oversight of the provision of a cost effective and efficient major aids and adaptation service for those with a disability requiring support.
- Community development – oversight of a team of approximately 5 staff to develop capacity and capability in communities and supporting individuals and groups to achieve strategy priorities and opportunity. The team also includes safeguarding expertise.
- Resident engagement – leading a team of approximately 12 staff to deliver an effective resident engagement strategy for the housing service which also includes data and insight and digital inclusion.
- Void management – leading on the strategy for an effective voids service, overseeing all stages and involving all teams that are connected to the void management process. To ensure there is effective co-ordination of activity and clienting of other teams the void passes through and producing performance data and making improvements.
- The delivery of an estate management function with responsibility for care-takers on estates, bulk service provision, handyman provision, and SLA management for Pest Control and CCTV. This function will also manage the deep cleaning regime and warden service.

- The oversight and delivery of an estate improvement programme
- Lead on the delivery of a Customer Contact centre (25 staff) for repairs which delivers accurate diagnostics of repair issues, logs and communicates effectively with the repairs contractors.
- Provide high quality professional advice to the Corporate Director of Housing, the Mayor, the Chief Executive, lead Members and Councillors, Committees, the Housing Improvement Board and any others on all landlord services related to the functions of the council.
- Continue to review services as appropriate to ensure high standards of operational delivery.
- Work collaboratively across the directorate, council and with elected members and residents to deliver the Housing Improvement Plan and ensure high quality, effective and compliant operational performance is delivered.
- Build strong and trusting external partnerships, developing strategy and engaging stakeholders in a shared vision to drive landlord services.
- Promote meaningful engagement with tenants and leaseholders, ensuring that their voice is heard and is influential, while maintaining positive and productive relationships with representative tenant and leaseholder groups.
- Ensure an appropriate control and assurance framework is in place to meet statutory, regulatory and financial requirements in order to manage risks to the business, including internal and external audit, health and safety, safeguarding and data protection, to inform relevant and timely intervention.
- Deliver on our strategic aims as defined by the Mayor's Business Plan, the Housing Improvement Plan the Housing Strategy and workstream responsibilities as defined in the Housing Transformation Programme.
- Empower and encourage staff to deliver an excellent service resulting in high levels of tenant satisfaction; reflecting our values on respect and dignity.
- Ensure that the requirements of legislation and relevant statutory obligations and guidance affecting housing services are identified and implemented including appropriate staff training.
- Work closely with the Corporate Director in managing the housing revenue account, its in-year delivery and future planning.

The list of duties in the role profile should not be regarded as exclusive or exhaustive.

There will be other duties and requirements associated with your job and, in addition, as a term of your employment you may be required to undertake various other duties as may reasonably be required.

Your duties will be as set out in the above role profile but please note that the Council reserves the right to update your role profile, from time to time, to reflect changes in, or to, your job.

You will be consulted about any proposed changes.

### **Key Stakeholder Relationships:**

Internal:

Members; Chief Executive, Corporate Directors, Directors; Heads of Service; other teams and senior directorate colleagues across the council; trade unions.

External:

Local, regional and national government bodies, agencies and NGOs; professional bodies; other local authorities; partner organisations; statutory bodies; members of the public and community groups; trade unions

**Political Restrictions:**

This post is politically restricted and under the Local Government and Housing Act 1989, as amended by the Local Democracy, Economic Development and Construction Act 2009 and the post holder may not have any active political role either in or outside the work.

**Statutory Responsibilities:**

This role has no assigned statutory responsibilities.

**Other Considerations:**

You may, from time to time, be required to work outside of regular office hours including weekends and evenings to attend meetings and community events.

The postholder is required to observe and fulfill the seven principles of public life (also known as the Nolan Principles).

**1.1 Selflessness**

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

**1.2 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.

**1.3 Objectivity**

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

**1.4 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.

### **1.5 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.

### **1.6 Honesty**

Holders of public office should be truthful.

### **1.7 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.

# Person specification

## Specific Minimum Qualifications and Expertise

### Qualifications:

- A professional or management qualification (minimum level 5 Chartered Institute of Housing or equivalent) and educated to degree level or demonstrable equivalent experience.
- Evidence of continuing professional development, leadership and personal development

### Experience:

- A senior track record in social housing or related sector.
- Proven experience of working within a large complex organisation and experience of working with elected members or a Board at a senior level.
- Experience of successfully leading and managing a diverse workforce, developing successful and cohesive teams.
- A track record of transforming housing landlord services with effective change management experience across people, processes and policies
- Experience of successfully creating housing landlord services which engage effectively with residents and hear their voice when shaping services.
- Experience of overseeing a customer contact centre to deliver accurate repair diagnostics and a right first-time ethos.
- A track record of successfully delivering continuous improvement in service delivery, with high levels of tenant satisfaction.
- Experience of establishing and implementing business planning processes and performance management systems to ensure appropriate and cost-effective service delivery.
- Demonstrable excellence in team management and service delivery in relation to the provision of customer orientated services that achieve successful outcomes.
- Experience of working in partnership with a wide range of internal and external stakeholders / bodies including statutory bodies and organisations
- Experience of controlling a significant, comparable budget and effective financial management.

### Knowledge and Skills:

- Extensive knowledge of local government finance and experience of managing budget setting, financial monitoring and delivering savings from high pressured and very public facing services.
- High level of communication skills to persuade and engage audiences

- and form positive relationships at all levels (internally and externally).
- Ability to work in a collaborative way to transform service delivery including the ability to manage internal departmental relationships
- Evidence of being a strong corporate player who will lead, motivate and inspire their teams and build a high performing culture.
- Ability to work effectively across a range of service disciplines and with a range of people.
- Outstanding interpersonal skills to relate effectively to the public, employees, tenants and leaseholders, Council Members, contractors and other stakeholders and command their respect, trust and confidence.
- Excellent collaborative skills to deliver cross-directorate and cross-organisational strategic aims.
- Commitment to the Council's core value and objectives
- Knowledge and ability to provide high quality technical advice on all matters relating to the role.

## **Leadership Framework**

The council's leadership framework follows the principles of a competency framework and all staff are expected to demonstrate these.

**Developing Oneself** – You demonstrate the values every day, you are passionate about the services you lead and deliver the vision and outcomes of Croydon Council. You are inspirational and engage others through personal leadership making the vision understandable to everyone.

**Inspiring and Developing People** – You identify talent and develop their capability to ensure a committed and motivated workforce, you create a culture based on the corporate values and ensure staff and partners deliver a desired outcome.

**Collaborating and Influencing for Results** – You are challenging and innovative in your approach to driving high standards and value for money, you trust and respect staff and partners and empower them to be courageous to try new approaches.

**Enabling and Facilitating the Community** – You create effective collaboration between partners, establish relationships and understand others perspectives. You are open and honest with others. You build a shared sense of purpose across Croydon, ensuring delivery and a collective use of resources

# Corporate values

Our values are the base of every job role within Croydon – our values are fundamental in everything we do as a Local Authority. You are required to demonstrate a commitment to our corporate values:

**One Team:** To cross boundaries to work together towards shared goals with colleagues, partners and communities

- You are strategically innovative in your approach to building and maintaining partnerships and you and your teams act in a joint enterprise with them. You use your contacts and colleagues to bring teams together.

**Proud to Serve:** We strive to always do our best for the community, getting the most from limited resources and using taxpayers' money wisely

- You are proud to be part of the wider Croydon and the contribution you and your teams make to it. You make a difference to people's lives through engagement and you strive to get the best possible value for money for customers.

**Honest and Open:** We work hard to build trust by treating everyone with honesty and integrity

- You think through who needs to understand what during communication; and take care to communicate detail clearly. You take people's views into account continuously. You trust people, colleagues and staff, to do their best and deal with any issues positively.

**Taking Responsibility:** We encourage and support each other to take responsibility and show what we can do, learning together and recognising each others' contributions

- You are clear where formal accountability lies and where we can all take responsibility for results. You praise your colleagues for their efforts and ideas and thank them for their contributions.

**Valuing Diversity:** We make the most of the many perspectives that make Croydon distinctive

- You treat all staff and customers with equal value and respect. In everything you do, you make good use of the wide variety of background, skills and perspective your teams, the Council and the community demonstrate.





## Recruitment Process

The following timetable sets out the key dates in the recruitment process:

Activity	Date
<b>Closing Date</b>	Sunday 03 September 2023
<b>Longlist Meeting</b>	Tuesday 05 September 2023, candidates not required
<b>1<sup>st</sup> stage discussion with Corporate Director</b>	Friday 22 September 2023, candidates required via Teams
<b>Shortlist Meeting</b>	Friday 29 <sup>th</sup> September, candidates not required
<b>Final Panel Interviews</b>	TBC, candidates required in person

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# Agenda Item 5

## LONDON BOROUGH OF CROYDON

<b>REPORT:</b>	<b>APPOINTMENTS AND DISCIPLINARY COMMITTEE</b>	
<b>DATE OF DECISION</b>	<b>Friday 29 September 2023</b>	
<b>REPORT TITLE:</b>	<b>Appointment to the post of Director of Housing, Homelessness Prevention &amp; Accommodation</b>	
<b>CORPORATE DIRECTOR / DIRECTOR:</b>	<b>KATHERINE KERSWELL CHIEF EXECUTIVE AND HEAD OF PAID SERVICE</b>	
<b>LEAD OFFICER:</b>	<b>Katherine Kerswell Chief Executive and Head of Paid Service</b>	
<b>LEAD MEMBER:</b>	<b>All</b>	
<b>AUTHORITY TO TAKE DECISION:</b>	Appointments of staff are a non-executive function of the Council and the Council's established practice is to report all director appointments to Members for decision.	
<b>KEY DECISION?</b>	<b>No</b>	REASON: N/A
<b>CONTAINS EXEMPT INFORMATION?</b>	Yes	Details of the candidate(s) set out in the exempt/Part B appendices under paragraph 1 (information relating to any individual) and paragraph 2 (information which is likely to reveal the identity of an individual) and, in all the circumstances, the public interest in maintaining the exemptions outweighs the public interest in disclosing the information for the reasons set out in this report.
<b>WARDS AFFECTED:</b>	<b>N/A</b>	

### 1 SUMMARY OF REPORT

- 1.1 This report seeks the Committee's approval to agree the salary package and undertake the selection and appointment to the post of Director of Housing, Homelessness Prevention & Accommodation.

## **2 RECOMMENDATIONS**

For the reasons set out in the report Appointments and Disciplinary Committee is recommended to:

- 2.1** Agree the salary package for the post of Director of Housing, Homelessness Prevention & Accommodation Grade 1 £101,778-£105,820 per annum.
- 2.2** Undertake the selection for and agree an appointment to the post of Director of Housing, Homelessness Prevention & Accommodation from the candidate(s) detailed in the Exempt/Part B appendices.
- 2.3** Note that any appointment will be subject to the appointment notification process set out in section 3.3 of part 4J of the Council's Constitution (Staff Employment Procedure Rules).

## **3. BACKGROUND AND DETAILS**

### **3.1 Job Purpose:**

As a member of the Housing Directorate's management team and reporting to the Corporate Director of Housing, the Director of Housing: Homelessness Prevention and Accommodation, will work collaboratively with other directors, corporate directors and the chief executive to deliver the Mayor's Business Plan, and the Housing Transformation Programme. This role will primarily focus on leading the temporary accommodation service and homelessness service for the Council. It will be accountable for the Housing Register and the allocation of homes to social housing tenants, the prevention of Homelessness in the borough, have accountability for the delivery of a Rough Sleeping service, the management of housing supply, oversight of the temporary Accommodation service and all its users.

Responsible for leading a team of approximately 180 staff in the division with oversight of temporary accommodation and Homelessness services. The role will have direct line management responsibility for 2 Heads of Service.

The post holder will: -

1. Manage the Council's direct services to people in housing need, including housing advice, housing and homelessness assessment, choice-based lettings, mobility schemes and the provision of temporary accommodation.
2. Ensure the corporate parenting responsibilities for the council's looked after children and care leavers are fulfilled in accordance with the Children and Social Work Act 2017. The role includes being responsible for placement of care experienced young people and responsible for young homeless services including joint working with Children's Services to meet their statutory housing obligations.
3. Lead and direct the division's services within the Housing Directorate in order to ensure that they deliver effective and efficient services against agreed KPIs, that they set and achieve high standards of performance, that they meet the duty of best value

and that the overall budgets are managed and controlled within the funding envelope agreed.

4. To lead the Council's activities in respect of people who have No Recourse to Public Funds and support and integration for refugees and asylum seekers.
5. To lead an inter-agency response to minimise rough sleeping and other street-based lifestyles that may lead to rough sleeping.
6. To work closely with others on the council's approach to increase the supply of affordable homes and be a required consultee on decisions relating to the council's housing and asset development land to ensure delivery of housing targets and to participate in the delivery of an effective, value for money HRA business plan with a focus on preventative maintenance.
7. To ensure the development of the service with new housing strategies and policies in particular on homelessness, overcrowding and allocations, ensure resident involvement and consultation and tenant and leasehold scrutiny is supported.

#### Localism Act 2011 and Pay Policy

- 3.2** The Appointments & Disciplinary Committee established at the Annual Council Meeting in May 2022 has delegated responsibility for approving appointments beyond the threshold specified in statutory guidance issued by the Secretary of State under section 40 of the Localism Act 2011. The statutory guidance provides that elected Members should be given an opportunity to vote before salary packages upon appointment at or above a specified threshold are offered. For these purposes, the specified threshold is currently £100,000 as set by Government.
- 3.3** As set out in the Council's Pay Policy Statement agreed by the Council on 1 March 2023 Director roles are placed on a grade and salary within the Croydon Chief Officer Grades 1 and 3 following evaluation of their post using the Hay job evaluation scheme with provision for incremental progression to the top spinal point of the grade. The Policy also provides that the salaries will be reviewed in line with national awards as determined by the JNC for Local Authority Chief Executives. The salary scale for the Director of Housing, Homelessness Prevention & Accommodation is Grade 1 £101,778-105,820 per annum.
- 3.4** Under these arrangements the Director of Housing, Homelessness Prevention & Accommodation, receive a salary package which would engage the Committee's discretion in accordance with the delegation set out above and therefore a decision is required by the Committee to appoint at this pay level.
- 3.5** The Council's Staff Employment Procedure Rules at Part 4.J of the Constitution provide for a notification process to ensure that the Mayor and any other Cabinet Members have no objections to the offer of appointment occurs before an offer of appointment is made to him/her and these requirements will be complied with should members approve the above recommendations

## **4. ALTERNATIVE OPTIONS CONSIDERED**

- 4.1** The current post holder is employed on an interim basis on a day rate and to continue with that arrangement would be at a substantial cost to the council so to recruit on a permanent basis is considered the most cost effective and viable option to sustain and maintain a stable management team.

## **5. CONSULTATION**

- 5.1** The recruitment campaign and assessment and selection process included advertising on both Croydon's internal and external job sites, Local Government Jobs, and LinkedIn. We also had exposure on 'Indeed' as they list and promote our roles free of charge. Applicants undertake first stage conversations with Corporate Director, Housing and Corporate Director, Sustainable Communities, Regeneration & Economic Recovery and will meet with a panel made up from members of the Council Management Team and if relevant, external stakeholders, prior to the final interview.

## **6. IMPLICATIONS**

### **6.1 FINANCIAL IMPLICATIONS**

There are no specific direct financial implications arising from this recruitment as salary costs and the associated on-costs will be met from existing budget within the Housing directorate.

### **6.2 Risks**

The failure to recruit the right candidate is always a risk and may result in further costs to recruit should this happen. There are broader operational and delivery implications, particularly with savings targets and other directorate responsibilities.

- 6.3** Comments approved by Allister Bannin, Director of Finance (Deputy s151 Officer), 19/9/23.

## **7. LEGAL IMPLICATIONS**

- 7.1** Under section 112 of the Local Government Act 1972, the Council may generally appoint such staff as it considers necessary for the proper discharge of its functions on such reasonable terms and conditions, including remuneration, as the Council thinks fit.
- 7.2** The function of appointment of a member of staff below deputy chief officer level must be discharged by the Head of Paid Service or by an officer nominated by the Head of Paid Service. Appointment decisions concerning more senior officers can be made by officers or Members subject to statutory requirements, Council rules and established practices.
- 7.3** However, under section 40 of the Localism Act 2011, the Council must have regard to guidance issued by the Secretary of State when preparing and approving its pay policy statement. The Guidance entitled "Openness and accountability in local pay; guidance under section 40 of the Localism Act" provides "full council, or a meeting of members should be offered the opportunity to vote before large salary packages are offered in

respect of a new appointment. The Secretary of State considers that £100,000 is the right level for that threshold to be set”.

- 7.4** Under section 41 of the Localism Act 2011, the Council must comply with its pay policy statement when making certain determinations relating to remuneration. The Council must also comply with its obligations under regulation 10 of the Accounts and Audit Regulations 2015 and the Local Government Transparency Code.
- 7.4** The Council’s pay policy statement provides that “The Appointments and Disciplinary Committee has delegated responsibility for approving appointments and decisions about remuneration packages for new appointments of £100,000 or more per year in accordance with the Localism Act 2011.”
- 7.5** It provides that “Corporate Directors and Directors are paid salaries aligned to the Croydon Chief Officer grades, as set out in Appendix 1a, with provision for annual incremental progression to the top of the grade. Salaries are reviewed in line with the national awards, as determined by the JNC for Local Authority Chief Executives and Chief Officers.
- 7.6** Staff Employment Procedure Rules at Part 4.J of the Constitution provides for a notification process to ensure that the Mayor and any other Cabinet Members have no material or well-founded objections to the offer of appointment and this process must take place before an offer of appointment can be made.
- 7.7** *Approved by:* Head of Litigation and Corporate Law for and on behalf of Stephen Lawrence-Orumwense the Director Legal Services and Monitoring Officer Date: 20/9/2023.

## **8. EQUALITIES IMPLICATIONS**

- 8.1** The posts are senior posts within the Council, therefore post holders will have due regard to the Public Sector Equality Duties (PSED) as detailed:
- (i) Eliminate unlawful discrimination, harassment and victimisation
  - (ii) advance equality of opportunity between people who share a protected characteristic and those who don't.
  - (iii) foster or encourage good relations between people who share a protected characteristic and those who don't.
- 8.2** Senior members of staff are also responsible for the deliverables of the Equality Strategy 2020 -2024 within their service area. This includes: ensuring that every strategy, delivery plan and staff appraisal has an equality objective linked to it.
- 8.3** As a member of the management team, the post holder will also have responsibility for the implementation of the Equality Strategy 2020- 2026 which includes the standards of the Chief Executive for London Council’s Tackling Racial Injustice programme. This includes ensuring that both equality and race have measurable actions on personal development plans for the post holder.
- 8.4** The post holder will be requested to share equality monitoring data when in post.

**8.5** Comments approved by: Denise McCausland, Equalities Programme Manager Date: 19/09/23

## **9. HUMAN RESOURCES IMPLICATIONS**

**9.1** There are no additional human resources impacts.

**9.2** Comments approved by Dean Shoesmith, Chief People Officer Date: 19/9/2023

**CONTACT OFFICER:** Katie Wallace, Head of Recruitment

## **10. APPENDICES TO THIS REPORT**

Appendix 1: Recruitment pack including Role Profile

**Exempt/Part B Appendices**

**BACKGROUND DOCUMENTS:** none



# **CANDIDATE BRIEFING PACK**

**Director of Housing: Homelessness  
Prevention and Accommodation**

**London Borough of Croydon**

**August 2023**

**CROYDON**  
[www.croydon.gov.uk](http://www.croydon.gov.uk)

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# Welcome

Thank you for thinking about joining Croydon Council. This is an exciting time to join us as the Housing Directorate undergoes a massive transformation programme to deliver improved services to our residents.

As you will already know, Croydon has faced significant challenges over the past 3 years, in terms of the Council's governance and financial crisis, and some well-publicised service failures.

We are already making substantial progress, with a clear three-year transformation programme in place. The Executive Mayor Jason Perry was elected in May 2022 and his administration is focused on delivering our Business Plan, which is focused on listening to the people of Croydon and putting the pride back in our borough. Transforming the Housing Service is a fundamental part of that.

We are looking for an outstanding individual to lead the Homelessness Division in the Housing Directorate. The successful candidate will be instrumental in shaping and delivering the Council's homelessness service, driving widespread improvements and promoting our values throughout the Housing Needs division, which covers Temporary Accommodation and Homelessness.

We are looking for someone who has the right skills and experience, and most importantly someone who fully shares our values, our commitment to Croydon and its people and who wants to make this Council the best it can be.

You will join us at an exciting, yet challenging time for both the Council and the Housing Directorate. You will play a full part as Director in turning round both the Council and housing services.

This will be hard but fulfilling work; you will face challenges and Croydon will test every part of your experience and knowledge to date, but if you are the person we are looking for, this is exactly the opportunity you will relish.

You will not be on your own in this challenge. You will be joining a strong, supportive, and values driven team of senior staff, all helping to rebuild the Council and the Housing Directorate: its finances, its governance, its culture, and its services.

Croydon is a fantastic place; a vital part of London's story with a strong identity in its own right, and a future for the making. This is a rare chance to make genuine change in a place of great opportunity. This is truly one of those once-in-a-career moments, to join us at a time when your impact will be felt the most.

We are building a values-led organisation where people who care passionately about fairness, inclusion, tackling inequality, and making Croydon better for the people who live here will thrive.

Thank you again for your interest in this opportunity and we look forward to receiving your application.

Executive Mayor Jason Perry

Katherine Kerswell, Chief Executive

## About us

As one of London's largest and most diverse boroughs, Croydon is a fantastic place to live, work and spend time, with all the benefits of proximity to the rest of London and the southeast.

Our borough is made up of diverse communities that stretch from Crystal Palace to Coulsdon and from New Addington to Purley; with bustling district centres and over 120 green spaces that link us together and an urban town at its centre. One of London's largest commercial districts outside the centre, Croydon is a major hub for shoppers, workers and visitors; its excellent transport links include the iconic trams. The borough has a richly diverse cultural scene and is known as the birthplace of music genres from punk to dubstep and the home of grime legend Stormzy.

Croydon's greatest strength is its people. London's most populous borough, Croydon is home to 398,800 (Census, 2021). Caring, passionate and principled, they take huge pride in coming together to improve their borough and help their communities.

Croydon is also home to more than 90,275 people aged under 18 (Census 2021) – more young people than anywhere else in London. We are incredibly proud of them and committed to them and their futures. We look after more vulnerable children and young people than any other council in London; caring for them is a privilege and a priority, and our children's services are rated 'good' by Ofsted.

Over the past decade we have seen huge investment, regeneration, and growth in our borough. Croydon remains an attractive and important part of London for ongoing growth and investment – growth from which we want to see all our communities' benefit. However, the impact of our financial challenges mean we must focus on the needs our residents are facing today, regain their trust following the financial and governance crisis at the council and make sure we are a financially sustainable council by 2026.

### **Croydon Council**

Croydon Council is two years into one of the most significant and fast-paced transformational programmes in local government today. The 'Mayor's Business Plan' sets out how we must change as an organisation to provide the good quality core services and value for money our residents and businesses expect. We must do less and do it better.

In addition, the Housing service has had its own significant challenges with the issues reported in March 2021 at Regina Road and the subsequent regulatory notice. But transformation of the new directorate is underway and with a programme of continued improvement to create a service which delivers its promises under the Resident Charter and Customer Service Standards.

There is a huge amount of change underway and most importantly, we want to involve staff, residents and all our partners in the decisions we make and be open in everything we do. Our passionate and committed workforce is our greatest asset; our partners are our most valued colleagues. We look forward to continuing to work with them as we build the council for Croydon's future.

## Advertisement

### **Director of Housing: Homelessness Prevention and Accommodation** **Salary Director Grade 1 £101,778-£105,820**

Croydon is a council on a journey. By accepting and addressing the challenges of its past, the council is transforming itself into a modern, sustainable, and resident-focused local authority.

This is an opportunity to be part of a new chapter for Croydon and help shape the future of the council. A council with a passion for driving positive change and delivering excellence; a community with a rich heritage, a diverse population, and a distinct identity. It's an environment in which you can find fresh inspiration and inspire others in equal measure.

Welcome to Croydon Council – and a role that will challenge you and fulfil you like never before. As our Director of Homelessness, Prevention and Accommodation you'll head up our Housing Homeless division, driving widespread improvements and promoting our values across everything from leading the Housing Needs division, comprising the Temporary Accommodation and Homelessness Functions and increase supply of affordable housing. You'll work collaboratively as part of the new team of directors with our Corporate Director to deliver the Mayor's Business Plan, the Housing Transformation programme, and the Housing Improvement Plan.

#### **The impact you will have**

When it comes to housing, we've already started to make some improvements. But there's much more we need to do. Which is why we need an inspirational leader who will take responsibility for shaping and managing the Council's direct services to people in housing need, including housing advice, housing and homelessness assessment, choice-based lettings, mobility schemes and the provision of temporary accommodation, all with a strong grip on finances.

You'll work collaboratively across the council as well as with our elected members and really engage with our residents to deliver the housing improvement plan that will see us working to the highest quality, compliance, and performance standards.

There will be difficult decisions to make and tough budgets to deliver. But you'll relish the chance to apply your ideas and ingenuity to find the best ways forward.

Your specific responsibilities will include:

- Manage the Council's direct services to people in housing need, including housing advice, housing and homelessness assessment, choice-based lettings, mobility schemes and the provision of temporary accommodation.
- Ensure the development of the service with new housing strategies and policies in particular on homelessness, overcrowding and allocations, ensure resident involvement and consultation and tenant and leasehold scrutiny is supported.
- Ensure the corporate parenting responsibilities for the council's looked after children and care leavers are fulfilled in accordance with the Children and Social Work Act 2017

- To lead the Council's activities in respect of people who have No Recourse to Public Funds and support and integration for refugees and asylum seekers.
- To lead an inter-agency response to minimise rough sleeping and other street-based lifestyles that may lead to rough sleeping.
- Work closely with others on the council's approach to increase the supply of affordable homes
- Lead on the councils rough sleeping strategy working with strategic partners

### **The skills and experience you will bring**

You'll bring a track record of leadership success in social housing or a related sector – you'll certainly have worked in another similarly large, complex organisation at a senior level alongside a wide range of stakeholders. An exceptional communicator, skilled influencer, and motivational leader, you'll be able to develop successful and cohesive teams as well as develop front-line services in line with the Council's overall vision, using digital tools to maximise accessibility and quality, while minimising cost and achieving best practice in service delivery.

Experience of delivering a Homelessness service which accounts for statutory responsibilities, prevents homelessness where possible and prevents unavoidable homelessness having a damaging impact on individuals or the wider community will be important.

We'll want to see excellent strategic skills too, especially when it comes to managing budgets, monitoring expenditure and costs against delivery and realised benefits as programmes progress, including maintaining robust risk management processes.

### **Who we are – and where we're going**

We fully acknowledge the fact that we haven't got things right in the past and have strengthened our resolve do better. With a clear financial strategy in place together with an unwavering commitment to listening to our residents and putting them first by upholding our **Residents Charter** to:

1. To treat residents with respect
2. Respond quickly and efficiently to complaints and learn from problems that lead to complaints
3. Be clear and transparent with our residents about how we are performing
4. Provide safe homes and a clean environment which residents are proud to live in
5. Give residents a voice and encourage meaningful decision-making activities
6. Communication is clear and easy to understand

## Job description

<b>Job title:</b> Director of Housing: Homelessness prevention and accommodation	<b>Service Area:</b> Housing Options	
<b>Directorate:</b> Housing	<b>Post Number</b> From Oracle	<b>Evaluation Number</b>
<b>Grade:</b> <b>Director 1</b>	<b>Date issued:</b> <b>August 2023</b>	

### **Croydon Council's priorities**

The Mayor's Business Plan has five outcomes:

- The council balances its books, listens to residents and delivers good sustainable services.
- Croydon is a place of opportunity for business, earning and learning.
- Children and young people in Croydon have the chance to thrive, learn and fulfil their potential.
- Croydon is a cleaner, safer and healthier place, a borough we're proud to call home.
- People can lead healthier and independent lives for longer.

### **Croydon Council's new ways of working**

We will practice sound financial management, being honest about what we've spent and what we can afford.

We will focus on what we, uniquely, can do as the local authority as the democratically elected leaders of our borough. This means we will focus on our core services, and a small number of evidence-based outcomes that deliver our priorities. But we will also continue to use our democratic mandate to convene our partners around a common purpose and to make a clear case for a better deal for Croydon.

We will aim to become a much more transparent, open and honest council.

We will involve residents in our decision making. But we will also need to be clear with residents about what we can do, and what we can't. When we have to say no, we will do so with compassion and take the time to explain our decisions.

**Responsibility for** leading the Housing Needs division, comprising the Temporary Accommodation and Homelessness Functions. Budget responsibility of circa £45million.

**Job Purpose:**

As a member of the Housing Directorate’s management team, the Director of Housing: Homelessness Prevention and Accommodation, will work collaboratively with other directors, corporate directors and the chief executive to deliver the Mayor’s Business Plan, and the Housing Transformation Programme. This role will primarily focus on leading the temporary accommodation service and homelessness service for the Council. It will be accountable for the Housing Register and the allocation of homes to social housing tenants, the prevention of Homelessness in the borough, have accountability for the delivery of a Rough Sleeping service, the management of housing supply, oversight of the temporary Accommodation service and all its users.

**Reports to:** Corporate Director of Housing

**Responsible for:**

Leading a team of approximately 180 staff in the division with oversight of temporary accommodation and Homelessness services. You will have direct line management responsibility for 2 Heads of Service.

The post holder will

1. Manage the Council’s direct services to people in housing need, including housing advice, housing and homelessness assessment, choice-based lettings, mobility schemes and the provision of temporary accommodation.
2. Ensure the corporate parenting responsibilities for the council’s looked after children and care leavers are fulfilled in accordance with the Children and Social Work Act 2017. The role includes being responsible for placement of care experienced young people and responsible for young homeless services including joint working with Children’s Services to meet their statutory housing obligations.
3. Lead and direct the division’s services within the Housing Directorate in order to ensure that they deliver effective and efficient services against agreed KPIs, that they set and achieve high standards of performance, that they meet the duty of best value and that the overall budgets are managed and controlled within the funding envelope agreed.
4. To lead the Council’s activities in respect of people who have No Recourse to Public Funds and support and integration for refugees and asylum seekers.
5. To lead an inter-agency response to minimise rough sleeping and other street-based lifestyles that may lead to rough sleeping.
6. To work closely with others on the council’s approach to increase the supply of affordable homes and be a required consultee on decisions relating to the council’s housing and asset development land to ensure delivery of housing targets and to participate in the delivery of an effective, value for money HRA business plan with a focus on preventative maintenance.



7. To ensure the development of the service with new housing strategies and policies in particular on homelessness, overcrowding and allocations, ensure resident involvement and consultation and tenant and leasehold scrutiny is supported.

## **Corporate Accountabilities**

To take a “one Council” approach to deliver more effective outcomes and at all times avoid a siloed, single division or service area approach.

To actively seek out and learn from external good practice and bring those new ideas and ways of working into service development and delivery.

To contribute and lead as required as a workstream owner and / or project lead on the delivery and implementation of specific corporate projects.

To actively role model the council's priorities and ways of working and the council's leadership framework and values.

To lead, manage and develop staff teams and ensure compliance with the council's performance management system and all HR policies and procedures

Be accountable for the divisional budget and have sustainable plans in place to deliver the annual budget and Medium Term Financial Plan.

Provide assurance that the services are compliant and performance monitoring is part of the corporate rhythm, and exceptions have robust action plans.

To operate within the governance, financial and legal frameworks of the Council at all times.

Ensure equality, diversity and inclusion is embedded into all aspects of your professional and managerial roles, including service delivery and at all times carry out your duties with regard to the Council policy.

Ensure by robust management that the services and staff you are responsible for adhere to the Council's Health and Safety Policy and operate within the safety management frameworks.

To ensure the effective management of data and security of information received and used within the division, to comply with the relevant legislation such as GDPR and the Freedom of Information Act, recognising that the council wishes to operate in the most open and transparent way.

Participate in cross organisational risk management and emergency planning activities as required.

Represent Croydon Council externally as appropriate to the role, to ensure strong partnership working, strong public relations, and for other reasons as appropriate.

Deputise for the Corporate Director of Housing on all matters as required.

Work with the Corporate Director of Housing and the other housing directors, take responsibility for building a whole Council approach to deliver on the ambitions of the Council's priorities on housing.

### **Service Accountabilities:**

Oversee the transformation of the housing needs division as part of the Housing Transformation Programme and wider council transformation.

Develop front-line services in line with the Council's overall vision, using digital tools to maximise accessibility and quality, while minimising cost and achieving best practice in service delivery.

Manage budgets, monitoring expenditure and costs against delivery and realised benefits as programmes progress, including maintaining robust risk management processes.

Jointly be responsible for delivering the equality strategy, health and safety policy, corporate projects and emergency arrangements.

Provide high quality professional advice to the Corporate Director of Housing, Chief Executive, the Corporate Management Team Members, Committees, the Housing Improvement Board, DLUHC and any other external bodies on housing related functions of the directorate.

Contribute to the annual budget planning process and the Council's Medium Term Financial Strategy.

To deliver a Homelessness Strategy which accounts for statutory responsibilities, prevents homelessness where possible and prevents unavoidable homelessness having a damaging impact on individuals or the wider community.

To develop, implement and review housing allocation policy to ensure it meets the greatest needs and offers the maximum degree of choice and mobility for Croydon residents.

To lead an inter-agency response to minimise rough sleeping and other street-based lifestyles that may lead to rough sleeping.

To lead the Council's activities in respect of people who have No Recourse to Public Funds and support and integration for refugees and asylum seekers.

To deliver on the responsibility of 'office holder' under the Safeguarding Vulnerable Groups Act 2006 and be engaged in regulated activity by virtue of undertaking the role which will also come within the scope of the Disclosure and Barring Service. The role includes being a Safeguarding Board member.

To work closely with others on the council's approach to increase the supply of affordable homes and be a required consultee on decisions relating to the council's housing and asset development land to ensure delivery of housing targets and to participate in the delivery of

an effective, value for money HRA business plan with a focus on preventative maintenance.

To lead for the directorate on the South West London Housing Partnership.

To ensure the development of the service with new housing strategies and policies in particular on homelessness, overcrowding and allocations, ensure resident involvement and consultation and tenant and leasehold scrutiny is supported.

Ensure the effective and efficient delivery of the homelessness prevention grant, the Household support fund and other funds that arise to support homelessness prevention and management.

Set and monitor divisional KPIs, quality measures and outcomes.

To lead on the Private Sector Housing Initiatives and partnerships for the council

The list of duties in the role profile should not be regarded as exclusive or exhaustive. There will be other duties and requirements associated with your job and, in addition, as a term of your employment you may be required to undertake various other duties as may reasonably be required.

Your duties will be as set out in the above role profile but please note that the Council reserves the right to update your role profile, from time to time, to reflect changes in, or to, your job.

You will be consulted about any proposed changes.

### **Key Stakeholder Relationships:**

#### Internal:

Mayor, Members; Chief Officers; Directors; Heads of Service; other teams and senior directorate colleagues across the whole council; trade unions.

#### External:

Local, regional and national government bodies, agencies and NGOs; Housing Improvement Board; Improvement and Assurance Panel; Department of Levelling Up, Housing and Communities; professional bodies; other local authorities; partner organisations; statutory bodies; members of the public and community groups; trade unions; Private sector landlords

### **Political Restrictions:**

This post is politically restricted and under the Local Government and Housing Act 1989, as amended by the Local Democracy, Economic Development and Construction Act 2009 and the post holder may not have any active political role either in or outside the work.

## **Statutory Responsibilities:**

This role has no assigned statutory responsibilities.

## **Other Considerations:**

You may, from time to time, be required to work outside of regular office hours including weekends and evenings to attend meetings and community events.

The postholder is required to observe and fulfill the seven principles of public life (also known as the Nolan Principles).

### **1.1 Selflessness**

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

### **1.2 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.

### **1.3 Objectivity**

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

### **1.4 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.

### **1.5 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.

### **1.6 Honesty**

Holders of public office should be truthful.

### **1.7 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.

## Specific Minimum Qualifications and Expertise

### Qualifications:

- A professional or management qualification or educated to degree level or demonstrable equivalent experience.
- Evidence of continuing professional development, leadership and personal

### Experience:

- Experience of leading and managing a Temporary Accommodation and Homelessness division.
- Experience of leading a division through change effectively
- Experience of providing high quality technical advice on all matters relating to Housing Options.
- Experience of successfully implementing a prevention approach to tackling the issues of homelessness
- Experience of addressing the issues associated with limited housing supply.
- Experience of establishing and implementing business planning processes and performance management systems to ensure appropriate and cost-effective service delivery.
- A track record of successfully delivering continuous improvement in service delivery, with high levels of tenant satisfaction.
- Proven experience of working within a large complex organisation and experience of working with elected members or a Board at a senior level.
- Experience of successfully leading and managing a diverse workforce, developing successful and cohesive teams.
- Demonstrable excellence in functional management and service delivery in relation to the provision of customer orientated services that achieve successful outcomes.
- Experience of working in partnership with a wide range of internal and external stakeholders / bodies including statutory bodies and organisations
- Experience of controlling a significant, comparable budget and effective financial management

### Knowledge and Skills:

- A comprehensive knowledge of relevant legislation in relation to homelessness and Temporary Accommodation
- Comprehensive knowledge of housing, safeguarding and support needs of homeless, housing applicants and tenants.
- A full understanding of the housing issues facing a high demand local Authority.

- High level of communication skills to persuade and engage audiences. and form positive relationships at all levels (internally and externally).
- Ability to work in a collaborative way to transform service delivery including the ability to manage internal departmental relationships.
- Evidence of being a strong corporate player who will lead, motivate and inspire their teams and build a high performing culture.
- Ability to work effectively across a range of service disciplines and with a range of people.
- Commitment to the Council's core value and objectives

## **Leadership Framework**

The council's leadership framework follows the principles of a competency framework and all staff are expected to demonstrate these.

**Developing Oneself** – You demonstrate the values every day, you are passionate about the services you lead and deliver the vision and outcomes of Croydon Council. You are inspirational and engage others through personal leadership making the vision understandable to everyone.

**Inspiring and Developing People** – You identify talent and develop their capability to ensure a committed and motivated workforce, you create a culture based on the corporate values and ensure staff and partners deliver a desired outcome.

**Collaborating and Influencing for Results** – You are challenging and innovative in your approach to driving high standards and value for money, you trust and respect staff and partners and empower them to be courageous to try new approaches.

**Enabling and Facilitating the Community** – You create effective collaboration between partners, establish relationships and understand others perspectives. You are open and honest with others. You build a shared sense of purpose across Croydon, ensuring delivery and a collective use of resources

## Corporate values

Our values are the base of every job role within Croydon – our values are fundamental in everything we do as a Local Authority. You are required to demonstrate a commitment to our corporate values:

**One Team:** To cross boundaries to work together towards shared goals with colleagues, partners and communities

- You are strategically innovative in your approach to building and maintaining partnerships and you and your teams act in a joint enterprise with them. You use your contacts and colleagues to bring teams together.

**Proud to Serve:** We strive to always do our best for the community, getting the most from limited resources and using taxpayers' money wisely

- You are proud to be part of the wider Croydon and the contribution you and your teams make to it. You make a difference to people's lives through engagement and you strive to get the best possible value for money for customers.

**Honest and Open:** We work hard to build trust by treating everyone with honesty and integrity

- You think through who needs to understand what during communication; and take care to communicate detail clearly. You take people's views into account continuously. You trust people, colleagues and staff, to do their best and deal with any issues positively.

**Taking Responsibility:** We encourage and support each other to take responsibility and show what we can do, learning together and recognising each others' contributions

- You are clear where formal accountability lies and where we can all take responsibility for results. You praise your colleagues for their efforts and ideas and thank them for their contributions.

**Valuing Diversity:** We make the most of the many perspectives that make Croydon distinctive

- You treat all staff and customers with equal value and respect. In everything you do, you make good use of the wide variety of background, skills and perspective your teams, the Council and the community demonstrate.



## Recruitment Process

The following timetable sets out the key dates in the recruitment process:

Activity	Date
<b>Closing Date</b>	Sunday 03 September 2023
<b>Longlist Meeting</b>	Tuesday 05 September, candidates not required
<b>1<sup>st</sup> stage conversations with Corporate Director Housing</b>	Friday 22 September, candidates required via 'Teams'
<b>Shortlist Meeting</b>	Friday 29 September 2023, candidates not required
<b>Stakeholder panel meetings</b>	TBC, candidates required in person
<b>Final Panel Interviews</b>	Tuesday 17 October, candidates required in person



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of the Local Government Act 1972.

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