

REPORT TO:	APPOINTMENTS COMMITTEE 23rd JUNE 2021
SUBJECT:	Organisational Redesign of Croydon Council Response to the consultation
LEAD OFFICER:	Katherine Kerswell - Interim Chief Executive
CABINET MEMBER:	Councillor Hamida Ali – Leader of the Council Councillor Stuart King – Croydon Renewal
WARDS:	All

SUMMARY OF REPORT:

This report proposes a new organisational design and reporting structure for the three most senior management tiers at Croydon Council and the creation of 6 directorates. This proposed new design is in response to the consultation with the staff who were directly affected and all other Council staff and elected members. Over 108 members of staff individually commented on the proposals as well as many more commenting in the workshops and webinars that have been held.

The new proposed design aims to ensure the Council can deliver more effectively on its business strategy, address the significant service quality improvements and workplace culture changes required by having focused and sufficient management capacity and ensuring a more consistent, corporate and effective internal control system.

The overall cost savings from the proposed restructure total £834,963 which is a 6.5% saving on the pay bill for the three most senior tiers of management.

These cost savings have had to be taken across two financial years due to the pause in the restructure process.

For the 2021/2022 budget, cost savings of £315,129 have been delivered from the first part of the restructure.

For the 2022/2023 budget, the forecast cost savings are £519,834 with a part year effect in this financial year to be determined and reported to members in the monthly Cabinet report when known.

The proposed design also introduces new roles for senior and other staff to develop more cross Council roles, role enrichment and development opportunities.

POLICY CONTEXT

The new priorities

We will live within our means, balance the books and provide value for money for our residents.

We will focus on tackling ingrained inequality and poverty in the borough.

We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.

We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and to keep our streets clean and safe.

To ensure we get full benefit from every pound we spend, other services in these areas will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand.

The 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.

FINANCIAL IMPACT:

As the restructure had to be paused in February 2021, some of the savings that would have been delivered by its proposals were taken as part of the overall savings for the 2021/2022 budget. Those cost savings total £315,129.

The cost savings from the proposals in this report for the full restructure total an additional £519,834.

These cost savings will contribute to the 2021/2022 budget as a part year effect from the implementation of the new structure which is intended to be in place in the autumn of 2021. The £519,834 full year effect will not be available until the financial year 2022/2023.

In total the proposed restructure will save 6.5% or £834,963 on current senior management costs.

If these proposals are agreed and are then implemented, the objective will be to avoid the termination of employment, on the grounds of redundancy, of all affected employees wherever possible. It is possible that in a very few cases that may be unavoidable and costs for redundancy payments will arise. These costs will need to have first call on the savings in the first instance. These costs cannot be estimated at this stage.

The costs of the recruitment support if any vacancies arise in this process will also need to be met out of the savings in the first instance. These costs cannot be estimated at this stage. The recruitment support will be sought through a competitive process.

RECOMMENDATIONS: Members are recommended to agree the following recommendations and refer this report to Full Council on 5th July 2021 for its approval.

- i. Agree the proposed new organisational design, structure (Appendix D) and job roles (Appendix G) for the three most senior tiers of management at Croydon Council, noting the consultation feedback and the many changes that have been made to the draft proposals following that feedback.
- ii. Note the grading of the posts will be in accordance with the 2021/22 Council pay policy as agreed at Appointments Committee 19th February 2021 and at Full Council on 8th March 2021.
- iii. Note the intended “go-live” timing for the proposed restructure of autumn 2021 and that a transition plan from the 5th July to the go live date will be drawn up.
- iv. Note the time limited period for this structure as part of the significant capacity investment needed to deliver the Croydon Renewal Improvement Plan and agree that a restructure will be commenced no later than the autumn of 2023 to review the resources and capacity required at that stage.
- v. Note the financial savings from this proposed restructure and the reduction of 12 senior posts.
- vi. Note the job descriptions for the corporate director, director roles and new heads of service roles in the proposed new structure. (Appendix G)

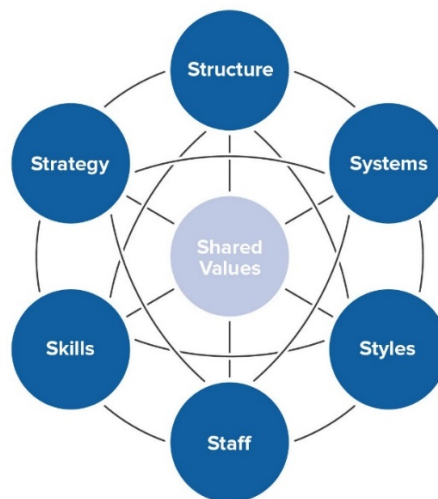
- vii. Note that the Council programme of moving all its services into a localities blueprint ceases and that localities is now focused solely upon adult social care and health as a service delivery model.
- viii. Note that in accordance with the Council's Restructuring and Reorganisation Policy, all staff directly affected by this proposed decision will be contacted by the interim Chief Executive or their relevant line manager and will receive notification from Human Resources.
- ix. Agree that further reviews are undertaken into the areas outlined at section 7.
- x. Agree the introduction of the shadow management team, the heads of profession role and the Council wide project teams and a report be brought to Cabinet to consider the first series of project activity once the proposed new structure as soon as is reasonably practical.
- xi. Agree the use of the new vocabulary to describe the proposed new management arrangements which will be incorporated into the codes of practice and governance documents.
- xii. Agree that the Code of Officer Conduct, the Staff – Councillor Code of Conduct, the Code of Corporate Governance, the Monitoring Officer Code, the Financial Regulations and any other relevant Council codes or parts of the constitution be updated to reflect this report and the new vocabulary.
- xiii. Agree that the Council website and intranet be updated to reflect these new arrangements when implemented.
- xiv. Note the further work required to introduce an improved system of internal control as outlined at paras 5.18-5.25
- xv. Note that an internal communications plan be drawn up and delivered to explain the new structure and to ensure all staff are aware of the new changes and manage the process from this decision date to the formal go-live date of the new design.
- xvi. Note that a cultural change programme will be drawn up that will incorporate the communications activity in xvi above and also build a full understanding of the new ways of working incorporated in this redesign.
- xvii. Authorise the interim Chief Executive to commission a positive action based marketing and recruitment campaign to handle any vacancies that may arise from this process and which needs to be designed to attract a very diverse field of applicants.

1. INTRODUCTION - RESTRUCTURE OR REDESIGN?

- 1.1 This report presents to members a proposed new design and reporting structure and arrangement of the three senior management tiers in 6 new directorates.
- 1.2 One of the reasons for this proposal is that for an organization, such as Croydon Council, with its' complex governance arrangements, accountability for significant amounts of public money, statutory duties and powers to carry out essential functions and a very wide range of services to deliver; a simple restructure or reorganisation of reporting relationships is insufficient.
- 1.3 This report proposes to members a new organisational design for Croydon Council that attempts to reshape and align its component parts towards more effectively achieving its business strategy, delivering the Croydon Renewal Improvement Plan and responding to the Council's current very challenging operating context.
- 1.4 As members will be aware that operating context consists of the impact of the Covid-19 pandemic on the communities, the businesses, the jobs, health and livelihoods of the people living in the borough as well as the range of independent external reports commenting upon and criticising the Council's recent past history.
- 1.5 These reports include the Report in the Public Interest, the non-statutory Rapid Review Report, the Section 114 Notices, the MHCLG capitalisation direction of £120m (with a further £30m to be considered), the recent independent ARK report into the housing service, the Social Housing Regulator's report and the views of the Independent Assurance Panel as expressed in their quarterly letters to the Secretary of State.
- 1.6 In looking ahead to the Council's medium term future, the delivery of the Croydon Renewal Plan is an essential part of the operating context that this redesign is responding to.



- 1.7 The proposed organisational redesign is a re-purposing of the Council and its resources. The approach taken has been to view the Council as a whole and to review the senior management structure as part of an inter-connected system along with the Council’s other staff, shared values, skill sets, style and strategies. The consultation document issued on 9th December 2020 to all staff as well as those staff directly affected in the top three tiers of management, referenced the thinking behind the McKinsey “Seven S” model to guide responses to its proposals.¹ The Council must be seen as a whole system and be able to be more than the sum of its parts.



- 1.8 The recommendations of this report seek to answer the relevant conclusions of the different independent external reports and also arrange the Council’s resources to more effectively support the significant requirements needed to deliver the Croydon Renewal Plan.

¹ <https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/enduring-ideas-the-7-s-framework#>

- 1.9 The redesign of an organisation is something that needs to be regularly considered by the leadership of any organisation. The Local Government and Housing Act 1989² gave this duty to the statutory post of Head of Paid Service to prepare a report to the authority when considered appropriate, setting out proposals for *“the manner in which the discharge by the authority of the different functions is co-ordinated, the number and grades of staff required by the authority for the discharge of its functions and the organisation of the authority’s staff and the appointment and proper management of the authority’s staff”*.
- 1.10 This report is presented to members under this duty. This is a non-executive matter and as such is presented to the Appointments Committee and then will be referred to Full Council. The Council’s constitution Article 12.3(a), requires that:
- “The Chief Executive shall report to the Council on the manner in which the discharge of the Council’s functions is co-ordinated and the staff required for the discharge of functions”*.
- 1.11 Historically public sector organisations were often seen as overly stable with little change in staffing numbers or arrangements. However this is no longer the case. The Council must ensure it serves its residents in the most cost effective and efficient way, delivering its duty of best value and responding appropriately to its external and internal context. That requires a continual reassessment of the manner in which its resources are organised.
- 1.12 Most organisational designs and structures remain relevant for a period of 3-5 years and then require re-assessment. The Council is focused on the delivery of the Croydon Renewal Plan which seeks to have concluded the majority of its actions by March 2024. The design and structure of the Council will be reassessed no later than autumn 2023 to clarify what resources and capacity are needed at that point. Therefore this structure has a life of approximately two and a half years.

2. CONSULTATION

- 2.1 A wide range of consultation activities have taken place on these restructure proposals both informally and formally and with our health partners.
- 2.2 Informal consultation with the Executive Leadership Team (ELT) began on 18th September 2020 after the interim chief executive joined the Council and the first ELT away day was held to review the Council’s situation. Early discussion was held on the goals and purpose of the Council and what was needed to help the Council recover.

² <https://www.legislation.gov.uk/ukpga/1989/42/section/4>

- 2.3 A dedicated ELT workshop was held on 9th October 2020 on the organisational redesign of the Council, building on that earlier conversation. On the 10th October 2020, the interim chief executive notified ELT members that there would be a series of informal consultation meetings held with them to discuss the proposed new design of the Council and that the outcome from those meetings would form the basis of the formal consultation proposals to be launched later in the Autumn. Informal consultation meetings were held with all of the then ELT on the 13th, 16th and 18th November 2020.
- 2.4 The Corporate Leadership Team (CLT) meeting of 26th November 2020 also discussed the proposal to redesign of the Council and the informal consultation process. On 27th November 2020 an email was sent to all of CLT asking for their thoughts on the redesign of the Council and posed a question. *“Considering the Council’s current context and the challenging issues it is facing, do you view the current management arrangements as maximising the Council’s capacity to meet that challenge? Do you consider our current arrangements as fit for purpose? If so, why and if not, what suggestions might you have to improve our arrangements so that they do enable the Council to deal with the challenges it faces”*
- 2.5 The 25th November 2020 Cabinet report *“Croydon Renewal Plan and the Croydon Renewal Improvement Board”* recommendations noted that the interim chief executive was to commence formal consultation on a restructure of the Council’s management arrangements. The report commented on the need for the restructure to ensure capacity and capability was available to deliver high quality services, that finances were appropriately controlled and managed and that there was a sound understanding of risk at the heart of the Council.
- 2.6 The report also stressed the need to review the training for staff in financial management, budget setting, and programme and project management, the writing of business cases and risk management. It also stressed the need for a new system of internal control to be implemented and a new way of working with residents, local business and the Council’s partners to be developed.
- 2.7 Whilst a number of these elements have to be dealt with separately from changes in a restructure of reporting relationships, they are all vital ingredients of the proposed new design of the Council and will be referred to later in this report.
- 2.8 Formal consultation commenced on 9th December 2020 with a closing date of 29th January 2021. The period offered for consultation was longer than the statutory requirement.
- 2.9 Meetings were offered to all of ELT and CLT as part of that process and comments welcomed on the draft proposals circulated by email to all ELT, CLT and heads of service. All of the Council’s staff and elected

members were also invited to comment on the proposals, not just those staff directly affected in the top three tiers of management. As the Council has been involved in a long-term and joint partnership on integrated working with health partners, the chief executive of Croydon Health Services NHS Trust was also consulted.

- 2.10 Members should also recall that during the autumn of 2020, there was a considerable amount of engagement with staff across the Council. The interim chief executive launched a staff survey and series of workshops with staff in October 2020 and staff shared their thoughts on how well the Council was working. There were also a series of webinars held with the Leader of the Council where staff talked a great deal about the Council and how it was not working effectively. Nearly two thousand members of staff have participated in these events to date. The outcome from these events has also shaped the draft proposals shared in the formal consultation.
- 2.11 The commitment was given for this to be genuine and meaningful consultation and as evidence of that approach, during the consultation period, a further updated note was published on 13th January 2021, sharing feedback received by that date, plus the proposed new corporate director and director job descriptions, a second version of the proposed structure charts, an update note on the impact on current posts and the senior pay policy for consultation
- 2.12 On 28th January 2021 a further consultation update note was published sharing the indicative grades for the proposed new posts, draft job descriptions for heads of service and some further ideas that had emerged from the consultation meetings.
- 2.13 The consultation ended on 29th January 2021. Late replies were still accepted into the early part of the following week.
- 2.14 Work on the feedback received during the formal consultation was then paused on 8th February 2021 due to other formal processes being enacted in regard to the executive leadership team. 108 responses were received in the consultation period and several were on behalf of whole teams so more staff than 108 have directly contributed.
- 2.15 The recognised trade unions were all formally consulted as part of this process and feedback was received from them which will be referred to later in this report.
- 2.16 The work on this proposed redesign has now been able to recommence. The Council urgently needs to resolve its operating structure and fill a number of vacancies at tiers 1-3. This has been a consistent request of the Leader and Cabinet as well as the Improvement and Assurance Panel. As such the work to conclude the outcome of the restructure is being done at pace.

- 2.17 This final report will be discussed with the trade unions at a meeting held before the Appointments Committee and the outcome of that meeting will be shared with members at the meeting.
- 2.18 There will also be meetings held with the majority and opposition groups and the Cabinet and the Leader of the opposition. Feedback will also be brought to this Committee from those meetings.
- 2.19 As the Council is working with the Improvement and Assurance Panel, this report will also be shared with them and their views shared with members at the Appointments Committee. The timing of their joining the Council coincided with the restructure being paused so they were not party to the full consultation period. The Local Government Association will also be asked for their views and these too will be shared with members at the committee.

3. PRINCIPLES OF THE PROPOSED NEW DESIGN

- 3.1 The 25th November 2020 Cabinet report “*Croydon Renewal Plan and the Croydon Renewal Improvement Board*” noted in its recommendations the replacement of the Council’s Corporate Plan with a set of the new administration’s Priorities and Ways of Working. The full document outlining these and the reasons for them was shared with Cabinet and is attached to this report at Appendix A. This replacement of the Corporate Plan with these new priorities was approved at Full Council on 30th November 2020.
- 3.2 The agreed new priorities and ways of working form an essential part of the principles for the proposed new design of the Council and are as follows:

Priorities
<ul style="list-style-type: none"> • We will live within our means, balance the books and provide value for money for our residents. • We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice. • We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy. And to keep our streets clean and safe.

- To ensure we get full benefit from every pound we spend, other services in these areas will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand.

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.

3.3 The informal consultation and the feedback from the staff workshops and webinars also raised a number of design principles that were consulted upon. These were:

- Financial sustainability - delivering the medium term financial plan
- Well-being of the people of Croydon post covid
- Regeneration of the Croydon economy post covid
- Essential core service provision
- Digital enabled service delivery
- Equality and diversity
- Health Integration
- The power of One and
- Responding to the independent reports' requirements
 - To restructure the Council,
 - The Chief Finance officer / S151 reporting directly to the Chief Executive Officer,
 - Establish a Programme and Project Management Office,
 - Ensure there is sufficient capacity to deliver the Improvement Plan and that managerial capability is strengthened and,
 - Improve the commercial skills of senior management and ensure there is sufficient resource to effectively manage the

relationships with the Council's companies and its other entities.

- 3.4 The Administration has also been developing its service policy priorities over the period of the consultation and these too have influenced the final proposals and design of the Council.
- 3.5 An overarching priority across all services is the need to reset the relationship with residents, rebuild trust between the residents of Croydon and their Council and build an engaged, inclusive working environment.
- 3.6 Other more service focused priorities of the new administration such as sustainable communities, regeneration and housing, the need to continue to protect the people of Croydon from violence, work on the Borough of Culture in 2023, to move safely out of lockdown and the vital need to support the economic recovery of the borough; all feature in the design of the proposed new organisation.
- 3.7 In addition to those specific design principles, a growing theme was developing through the staff feedback in the workshops and the webinars and also through the independent ARK report into the housing service of the need for the Council to fundamentally rethink its workplace culture.
- 3.8 The Council's current values are "one team, proud to serve, honest and open, taking responsibility, and valuing diversity", and in their own right seem appropriate and relevant descriptors. 60% of staff participating in recent workshops felt that we were only partially living up to these and that there was a strong desire for these to be refreshed and explicitly demonstrated in the new Council going forward.
- 3.9 Other words came through the feedback such as "listening", "taking ownership", "empathy", "curious" and a very strong demand for a culture where everyone felt engaged, valued, included and that they truly belonged.
- 3.10 These words are only demonstrated through the behaviours of the Council's managerial leadership and all staff. The organisation design has built in requirements in job descriptions and roles to drive these new behaviours. Engagement and productivity research³ has demonstrated that the more a member of staff feels able to "bring their whole selves to work", to feel fully a part of the organisation, respected, valued and trusted; the more service quality improves, the relationship with customers of the organisation improves and productivity increases.

³ See F Herzberg writings e.g. Harvard Business Review 2003

3.11 The often quoted (alleged) Peter Drucker saying; that “culture eats strategy (and structure) for breakfast”⁴ needs to be understood in this context. This is why this report does not simply concern itself with proposed new reporting relationships for the Council.

4. FINAL PROPOSAL FOR THE NEW OPERATING DESIGN OF CROYDON COUNCIL

4.1 The current reporting structure of Croydon’s most senior tiers of management is attached to this report at Appendix B.

4.2 Appendix C contains the draft reporting structure consulted upon.

4.3 Appendix D contains the final reporting structure proposals presented to this committee for approval.

4.4 The Council’s current three senior tiers of management are organised into four directorates with 6 members of staff on the executive leadership team. The chief executive and the executive director localities and resident pathway are the two posts without a directorate.

4.5 The proposed new structure changes the executive leadership team into a corporate management team and has 8 members as its core membership with 6 directorates. The chief executive is now the only post without a directorate.

4.6 The main difference between the draft structure for consultation and the final proposals are the addition of a housing directorate following the recent very serious service failures uncovered and the investment being made across the Council in service quality improvement, inclusion and performance management resources to address the requirements of the Croydon Renewal Improvement Plan.

4.7 The Council has 7 statutory posts it must allocate. 6 of the 7 are in the top three tiers of management. The remaining statutory post being that of the scrutiny officer which is situated within the democratic services & scrutiny service and is unchanged by this redesign.

Statutory post	Job title
Head of Paid Service (HoPS)	Chief Executive
Chief Finance and Section 151 Officer (S151)	Corporate Director - Resources

⁴ Attributed to Peter Drucker (no citation in his published works) and Mark Field President of Ford Motor Company 2006 possibly originates in Edgar Schein 1985 Organisational Culture and Leadership

Director of Children's Services (DCS)	Corporate Director - Children, Young People & Education
Director of Adult Social Services (DASS)	Corporate Director - Adult Social Care & Health
Monitoring Officer	Director of Legal Services
Director of Public Health	Director of Public Health

4.8 Not all of these posts report directly to the chief executive post. At all times the statutory posts regardless of reporting line have direct access to the chief executive. This is often referred to as a "dotted line" relationship.

4.9 Deputy roles have also been allocated for all of these roles for resilience purposes.

Statutory post – deputy role	Job title
Deputy Chief Executive & Deputy Head of Paid Service	Corporate Director - Resources
Deputy S151 Officer	Director of Finance
Deputy Monitoring Officer	Head of Legal Services - Litigation & Corporate Law
Deputy Monitoring Officer	Head of Legal Services - Social Care & Education Law
Deputy Monitoring Officer	Head of Democratic Services & Scrutiny
Deputy Director of Adult Social Care Services (DASS)	Director of Adult Social Care Operations
Deputy Director of Children's Services (DCS)	Director of Quality, Policy & Performance Improvement

4.10 There are other required roles which have also been allocated to different post holders.

Other required designations	Post title
Proper Officer	Director of Legal Services

Chief Information Officer	Chief Digital Officer & Resident Access
Senior Information Risk Owner	Chief Digital Officer & Resident Access
Deputy Chief Information Officer	Head of Digital Operations
Data Protection Officer	Head of Legal Services Litigation & Corporate Law
Caldicott Guardian	Corporate Director - Adult Social Care & Health
Caldicott Guardian	Corporate Director Children, Young People & Education
Principal Social Worker (children & young people)	Principal Social Worker & Head of Clinical Practice & Workforce Development
Principal Social Worker (adults)	Principal Social Worker & Head of Adult Mental Health & Substance Misuse

- 4.11 The Council's proposed new management reporting structure has been explicitly designed to respond to the recommendations of the various independent reports of which the Council has been subject; most particularly the Report in the Public Interest and the non-statutory Rapid Review Report.
- 4.12 These included specific recommendations for the redesign of the Council, which have all been incorporated.
- The Council is being restructured.
 - The section 151 officer now reports directly to the chief executive.
 - A programme and project management resource has been established in the 2021/2022 budget as agreed on 8th March 2021 and is situated within the Director of Policy, Programmes & Performance division.
 - A post of Director Commercial Investment & Capital has been created to bring the commercial expertise into the Council that was previously lacking and improvements will be made to the mandatory training programme on commercial skills, programme & project management and the production of business cases.

- Management capacity has been built into the structure or retained whilst the Croydon Renewal Plan is delivered. It is possible that the Council will be able to reduce its management capacity at head of service level in future. The proposed restructure in the autumn of 2023 will be charged with that.
- Significant additional capacity has been introduced in regards to performance improvement and management. This will be delivered through a service quality, productivity improvement and inclusion plan to deliver better quality services and a new relationship with the residents of Croydon.
- Improvements to the internal control system are outlined later in this report.

4.13 **THE PROPOSED NEW DIRECTORATES**

RESOURCES DIRECTORATE

- 4.14 Led by the Corporate Director - Resources and Section 151 Officer, this directorate embodies the heart of the internal control environment for the Council.
- 4.15 The Director of Legal Services and Monitoring Officer is based here as part of that essential control environment, covering legal services and democratic services and scrutiny. The Monitoring Officer will work closely with the three deputies to proactively fulfil this vital governance role.
- 4.16 The Director of Legal Services is proposed to be supported by four heads of service, three of which, the Head of Legal Services Litigation & Corporate Law and the Head of Legal Services, Social Care & Education Law and the Head of Democratic Services and Scrutiny are proposed to be designated as Deputy Monitoring Officers. These deputy roles of governance and legal practice will help support both sides of the Monitoring Officer role in a more proactive way.
- 4.17 The proposed new directorate is accountable for the Croydon Renewal (financial recovery) Plan and the leadership of the effective use of the capitalisation direction received from MHCLG. It will support the implementation of the 75 recommendations from the Finance Review and the outcome of the forensic review of the Council's financial service which is due to conclude shortly.
- 4.18 Changes have been proposed to the current arrangements for the insurance, risk, anti-fraud and internal audit services and subject to this Committee's agreement, the Council is looking to explore a relationship with the South West London Partnership in regard to internal audit and

anti-fraud giving the Council even greater resilience than its current arrangements.

- 4.19 Whilst that relationship is explored, it is proposed that an interim arrangement is put in place whereby the Head of Internal Audit function is undertaken through the Mazars contract with a direct reporting relationship to the Corporate Director instead of being one removed. The insurance and risk function will also manage the anti-fraud team whilst arrangements with the South West London Partnership are progressed, and the Council's overall internal control and compliance function is reviewed.
- 4.20 It is proposed that the Director of Finance and deputy S151 officer post will be secured as a permanent deputy role and a dedicated corporate and treasury management head of finance will bring together important aspects of the function. Pensions now has a sole focus as a division. There are a reduced number of posts reporting to this Director down from 9 in the old structure to 6 to give it greater capacity.
- 4.21 A review of the council's commissioning and procurement function is underway and is imminently due to conclude. A dedicated Head of Procurement is proposed to be established here once the final outcome of the review has been agreed. This would cover procurement governance including the buying function and a procurement function delivering tenders for the organisation and market assessment.
- 4.22 A new Director of Commercial Investment and Capital is proposed to be based here bringing new commercial expertise to the Council. This post will deal with asset sales and will also have oversight of the planning and delivery of the Council's capital programme for its infrastructure and schools expenditure (not the HRA) and a new combination of the Council's estates, facilities and asset management service. Fire and health and safety responsibilities for Council homes will be situated within the housing directorate and health and safety for the Council will also reside in this division.
- 4.23 There will be a need for additional commercial resource to be provided and it is under consideration as to whether that is an officer resource to be appointed permanently or whether that should be a financial resource to bring in external skills as required.
- 4.24 There has been significant criticism in recent reports the Council has received, over the culture and practice of governance in the Council and a programme of development for members and officers has begun to be developed. Further resource needs to be identified in terms of support for members to co-ordinate and support their development activity with the Members' Learning and Development Panel.

- 4.25 The proposed new Council design introduces a new role of head of profession which will be explained later in this report. The Corporate Director of Finance is proposed to be designated the head of profession for finance management.

Changes from the published draft proposals for consultation for this proposed directorate.

- 4.26 The payments, revenues, benefits and debt service has been returned to this directorate following consultation feedback not to move it to the Resident Access division in the Assistant Chief Executive directorate.
- 4.27 The resilience function was proposed to be moved here and following feedback it will be based in the Director of Policy, Programmes and Partnership division in the Assistant Chief Executive's directorate.

ASSISTANT CHIEF EXECUTIVE DIRECTORATE

- 4.28 This is a proposed new directorate for the Council and brings together a number of functions currently situated in different parts of the Council.
- 4.29 It is proposed to place the Director of Policy, Programmes and Performance role here to manage the essential supporting infrastructure for the Croydon Renewal Improvement Plan.
- 4.30 The directorate will also deliver effective HR support to staff and managers, support the funding of the Council's voluntary sector, relationships via the local strategic partnership, lead a new service quality and productivity improvement service building on equality, engagement and inclusion of staff, provide intelligence on and the opportunity to learn from resident feedback and service demand patterns and transform the way the Council maximises the benefits and efficiencies of a digital delivery platform for Council services. The Head of Electoral Services, Mayor's Office and Coroner's Office will be based in this directorate.
- 4.31 This directorate provides the engine room for the delivery of the Croydon Renewal Improvement Plan and has the new programme management office (PMO). The Council's existing performance team is also newly situated in this directorate and will support the work of the PMO.
- 4.32 A new division of Digital and Resident Access is proposed. This draws together the front line and telephony resident access into the Council and will lead a review across the rest of the organisation rationalising access and aligning it with the corporate digital platform. The concessionary travel service moves to the Digital & Resident Access division.

- 4.33 This division is proposed to lead a behaviour change programme in regard to the listening to and building empathy with residents, working closely with the Director of Service Quality, Improvement and Inclusion. This division is also proposed to retain the Registrars and Bereavement service as that is a very sensitive resident facing service and fits well within a resident access culture.
- 4.34 It is proposed that all customer intelligence functions are brought together from across the Council, complaints, information management, data management, FOI and SAR's; all will be located here as well as providing a more effective joined up response to residents' complaints etc. The division will be tasked with understanding the data, trends and learning from our resident's feedback and views. This has been a significant issue of concern for members, MPs, officers and residents alike. A new telephony service is currently being procured and a new member casework system is in the process of being developed to knit this together with resident contact and complaints, member and MP casework to develop a more effective service.
- 4.35 The Statutory Director of Public Health and the public health team are proposed to be moved here from the previously proposed Directorate of Public Health and Public Realm. This will enable the role to have the broadest strategic reach for its influence and direction following the very significant role it has had in the pandemic and continues to play as we inch our way out of lockdown. This post will also have a "dotted line" reporting relationship to the Chief Executive
- 4.36 The proposed new Council design introduces a new role of head of profession which will be explained later in this report. The Chief Digital Officer and Director of Resident Access is proposed to be designated the head of profession for access to information and transparency. The Statutory Director of Public Health is proposed to be the head of profession for data interpretation, business analytics and insight. The Director of Policy, Programmes and Performance is proposed to be the head of profession for programme and project management.
- 4.37 The creation of a new role of Director of Service Quality, Improvement and Inclusion is prompted by the significant service quality and productivity improvements required in Council services as identified in the external reports and in the recent ARK report into the Council's housing service. Feedback from the LGA, MHCLG and the Improvement and Assurance Panel have all highlighted in different ways, the need for a consistent corporate focus on service improvement, performance management, service quality and engaging all staff to feel fully included and take ownership. They also have all commented that changing the internal operating culture of the Council is as important a factor, if not the most important, than all the process and policy changes required.

- 4.38 Council staff have raised in the consultation, the workshops and the webinars their very profound concerns over the internal operating culture of the Council. A consistent theme from staff and from residents is the failure to engage with and include all staff and enable everyone to feel valued and able to deliver at their full potential. The sentiment of not “being able to bring my whole self to work” has been repeated in many different ways. This in turn has developed in some places, a staff to resident culture which lacks empathy, the willingness to really listen to residents and demonstrate respect.
- 4.39 Since September 2020, there have been some developments which have aimed to redress this including much more open communications from senior management in workshops and webinars, and a new Guardians scheme to give staff support and help to speak out about what is wrong and needs resolving both in services and in personal treatment. Improvements are also being made to the whistleblowing process which considering the Council’s recent history, is very low in receiving complaints.
- 4.40 A Culture Board has been in existence for a few years chaired by the previous chief executive with the chairs of the staff network. A Children’s Services Race Board was set up about 18 months ago with significant support from both Joe Montgomery CBE following his review and Lord Woolley. Discussions with both of them over this restructure and the next best steps that could be taken with both the equality, diversity and inclusion agenda and the service improvement agenda led to the design of this function.
- 4.41 Service quality, productivity and inclusion is such a fundamental element of changing the Council as per the Croydon Renewal Plan that moving quickly to change this culture along with introducing a more compliant and disciplined approach to internal control is essential. Without a significant addition of capacity this simply will not make enough progress by March 2024.
- 4.42 The proposed new role of Director Service Quality, Improvement and Inclusion will be a full member of the proposed corporate management team. This post is proposed to also be a head of profession for service quality, productivity & improvement and draw together the service improvement posts across the Council into a corporate force focused on improving service quality, inclusion and productivity. The investment in this proposed role and the staff supporting this post indicates very clearly the importance of this work to deliver the Croydon Renewal Improvement Plan. Its voice will be at the most senior management level and be able to offer advice on all Council services to corporate directors, Cabinet and all members.
- 4.43 Reporting to this post will be the Head of Learning and Development and the Head of Communications and Engagement. The policy resource on equalities that sits within the current policy, performance and

partnerships division will also move to report to this post. This division will own the Council's equality policy and strategy and will also be charged with refreshing the Council's vision and values through a wide ranging staff engagement process.

Changes from the published proposals for this proposed directorate

- 4.44 The Head of Payments, Revenues and Benefits & Debt was proposed to be placed in the Digital and Resident Access division. Following consultation feedback, this has now been moved back to the Resources Directorate and the Finance division.
- 4.45 The Director of Public Health role has been moved here from the proposed Directorate of Public Health and Public Realm and following consultation feedback has changed back into being a sole focus on public health duties but with a significant corporate focus and reach and not be combined with operational service responsibilities.
- 4.46 It was proposed to move the funding of the voluntary sector infrastructure bodies and the relationship with the LSP into the Public Realm and Public Health directorate. Following consultation feedback it is proposed to leave it where it is currently in the Policy, Programmes and Performance division.
- 4.47 It was proposed to move the resilience functions (Emergency Planning & Business Continuity Planning) into the Public Health and Public Realm Directorate. Following consultation feedback, this will now be placed in the Policy, Programmes and Performance division in this directorate.

ADULT SOCIAL CARE AND HEALTH DIRECTORATE

- 4.48 The focus of this proposed new directorate is to safeguard vulnerable adults living in the borough and to seek to enable a greater quality of life as well as a longer life for those in the Council's care. It is also charged with enabling those receiving care to be in control of their choices and payments.
- 4.49 The directorate will also deliver an integrated adults' NHS health and social care system across the borough, through the One Croydon Alliance ensuring the quality of operational service delivery for those receiving care and reducing costs and managerial overheads whilst retaining democratic control and oversight over Council care services.
- 4.50 The Adult Social Care & Health directorate retains the existing adult social care functions. The current financial context of the Council is dominated in part by the comparatively high cost base of expenditure on adults' services and the need to address a structural deficit in expenditure and rebalance the comparative costs of the service with other London councils.

- 4.51 Whilst the delivery of the medium term financial strategy is ensuring those budgetary adjustments and savings are safely made to adult social care, the proposed directorate will be focused on reviewing all its expenditure on placements and its thresholds of access into the care system to bring Croydon's expenditure into line more with the London average.
- 4.52 The proposed directorate also has the transition service for young people moving into adult disability services from the children, young people and education directorate.
- 4.53 The proposed directorate will pursue the completion of the localities programme. It will also continue the integration programme with local NHS colleagues. The localities programme will not be applied to other Council services.
- 4.54 The Croydon adult support service, the commissioning of the rough sleeping service, appointee-ships and deputy-ships, the front door team and financial assessment all currently in the Gateway division; will move into this directorate.
- 4.55 A review of the council's commissioning and procurement function is underway and is imminently due to conclude. Following the outcome of the commissioning and procurement review, commissioning services will be moved into this directorate and will report to the Director for Adult Social Care Policy & Improvement. There may be further reviews and job evaluation required at that stage.
- 4.56 The proposed new Council design introduces a new role of head of profession which will be explained later in this report. The Director for Adult Social Care Policy & Improvement is proposed to be designated the head of profession for commissioning and procurement.

Changes from the published draft proposals for consultation for this proposed directorate.

- 4.57 The only change to the published draft proposals to the final proposals is the identification of the Director of Adult Social Care Operations as deputy DASS.

CHILDREN, YOUNG PEOPLE AND EDUCATION DIRECTORATE

- 4.58 The focus of this proposed directorate is to safeguard vulnerable children and young people, to enhance the quality of life of children and young people in the borough, champion the full achievement of their potential and to support all schools in the borough in attaining great educational outcomes for all our children.
- 4.59 The existing directorate has been through significant change over the last few years following the prior Ofsted "inadequate" report and the two year journey to receive a "Good" Ofsted rating in March 2020.

- 4.60 The directorate has had significant transformation investment in its services. The directorate leads the Council's work in supporting unaccompanied asylum seeking children and young people and the vital work to ensure that the government properly funds the service.
- 4.61 The focus on improvement in children and young people's services should never cease and the improvement activity of the directorate must continue alongside the work to reframe its expenditure more in line with the London average.
- 4.62 The post of Director of Quality, Policy and Performance is now proposed to be made permanent and the Head of Service of Performance and Business Intelligence will build on and sustain the work done to date and add capacity to take the services into their next phase of improvement activity.
- 4.63 The Education division has consistently provided effective support and challenge to Croydon schools, contributing directly to the good education standards across the borough. The proposals build on this to implement the SEND strategy to educate more children in borough, contributing to the Dedicated Schools Grant recovery plan. Alongside this an expanded Head of Access to Education will bring together school standards and leadership of the virtual school to ensure there are consistently high expectations for children and young people across Croydon including those in our care.
- 4.64 The proposed Children, Young People and Education Directorate has an overview and responsibility for children and young people from birth (Children's Centres, PVI's, Childminders, Nursery, Primary and Secondary schools) through to age 16 and up to 18 if attending a sixth form. A gap in support for those young people post-16 that attend a college has been identified in the consultation. The proposal is for the Education division to have responsibility for Colleges clearly identified. This will ensure that there is all education provision in one area of the Council, resulting in an all age education strategy, transparency for families and an alignment with the Education Partnership that will be developed with all education providers across the borough. Whilst it is proposed that CALAT moves to the Sustainable Communities, Regeneration & Economic Recovery directorate to refocus its approach on skills for employment post the pandemic, it will retain close links with the division.
- 4.65 A review of the council's commissioning and procurement function is underway and is imminently due to conclude. Following the outcome of the commissioning and procurement review, it is proposed that commissioning resources will be moved into this directorate and will report to the Director of Quality, Policy and Performance. There may be further reviews and job evaluation required at that stage.

Changes from the published draft proposals for consultation for this proposed directorate.

- 4.66 The only changes that have occurred between the draft proposals and the final proposals presented to this committee are changes in job titles. Workforce Development has been incorporated into the Principal Social Worker role and Adolescent Services have moved to the Head of Advice, Support and Intervention.

SUSTAINABLE COMMUNITIES, REGENERATION & ECONOMIC RECOVERY DIRECTORATE

- 4.67 The focus of this proposed directorate is to ensure the safe and effective delivery of the vital regulatory duties the Council has in terms of planning, licensing, highways and parking services, independent travel, and environmental health; to safeguard vulnerable people at risk of violence and anti-social behaviour, to develop new strategic and sustainable regeneration proposals, drive the economic recovery of the borough post covid and offer skills development opportunities for local people, to also safeguard and manage the public realm and the many beautiful parks and open spaces in the borough and to develop the Council's cultural offer for the Borough of Culture 2023, including the museum, libraries, music and arts and leisure service.
- 4.68 The proposed directorate has a new division of Planning and Sustainable Regeneration which is the home to the planning, growth, regeneration, economic recovery services and CALAT – the adult learning and skills functions. These will be refocused to support the longer term economic development, recovery and regeneration activity of the borough which is still underway although slower than before due to the pandemic and will support the needs of local people in gaining new skills and employment.
- 4.69 The future model and direction of the Council's library service will be led from the Culture and Community Safety division and the Council's Music and Arts service is also based here, aiming to maximise the influence and reach of that service and its contribution to the Borough of Culture. It will retain its links with the education service as well.
- 4.70 The proposed new Council design introduces a new role of head of profession which will be explained later in this report. The Director of Sustainable Communities is proposed to be designated the head of profession for resident voice.
- 4.71 A review of the council's commissioning and procurement function is underway and is imminently due to conclude. Following the outcome of the commissioning and procurement review, it is possible that commissioning resources will be moved into this directorate.

Changes from the published draft proposals for consultation for this proposed directorate.

- 4.72 This proposed directorate and the proposed new Housing directorate show the greatest amount of changes from the draft proposals.
- 4.73 It is proposed that the Statutory Director of Public Health is moving to the Assistant Chief Executive's Directorate. A new Director of Culture and Community Safety has been proposed to give the necessary senior capacity to the cultural offer the Council has and harness its benefits for regeneration as well as planning for the Borough of Culture in 2023.

HOUSING DIRECTORATE

- 4.74 This proposed directorate will be focussed solely on the Housing service. This will cover the assessment of housing need and homelessness through to temporary accommodation and allocations into Council homes and the tenancy relationships and the management and maintenance of the Council properties. It will also manage the HRA capital programme and the forward planning of proactive maintenance and any estate regeneration. It will also update and produce the strategies and policies that the Housing service is required to deliver.
- 4.75 The directorate has a proposed new post of Corporate Director, two Directors and has two new heads of service as well.
- 4.76 This level of investment and senior management capability and capacity is deemed necessary due to the very serious concerns revealed over the quality of the Council's housing service at Regina Road and the independent ARK report.
- 4.77 Other services that are proposed to move into this division from the Gateway division are the community resources delivery officer, the rough sleeping service, the discretionary support team & administration of Department of Work and Pensions grant to support residents to prevent homelessness and provide emergency funding, emergency accommodation /temporary accommodation, income collection, the statutory homelessness function and No Recourse to Public Funds service.
- 4.78 A review of the council's commissioning and procurement function is underway and is imminently due to conclude. Following the Commissioning and Procurement review, it is possible that commissioning resources will be moved here.
- 4.79 Once the housing improvement plan has been in operation for 18 months or has achieved most of its milestones: whichever is the earliest, the need for a totally separate housing directorate will be reviewed.

Commissioning and Procurement

- 4.80 The existing division of Commissioning and Procurement is proposed to be deleted in this restructure. A review is underway into that division which is expected to be concluded very shortly and then the services it currently delivers will be proposed to be embedded within the main

services directorates which includes commissioning activity and contract management with a corporate procurement role in the Resources Directorate.

- 4.81 There are a number of Heads of Service posts and staff reporting to them that are affected by this review. As it is not yet concluded, they have been held outside this restructure and are shown on the final page of the proposed new structure chart. It is appreciated that this is an unsettling time for all those staff and work will be expedited to ensure the review concludes swiftly and their destination divisions are formally agreed as soon as possible.
- 4.82 The intent of the review is to retain a head of service procurement post to be based in the Resources directorate and then the commissioning and other brokerage roles to be moved closer to service delivery in the other directorates. The Council's structure will be updated once it is concluded.
- 4.83 The Community Equipment service that currently works within the Commissioning and Procurement division has been moved in advance of the rest of this review to report into the Director of Adult Social Care Operations.

5. THE PROPOSED NEW DESIGN OF THE COUNCIL

- 5.1 In addition to the proposed new directorates, other changes are also proposed which will help deliver a new operating style and culture at the Council.

Corporate Management Team

- 5.2 A proposed "Corporate Management Team" (CMT) will replace the Executive Leadership Team. The language used for the new title of the meeting of the Council's most senior managers is deliberately chosen.
- 5.3 This is to reflect their focus on managerial leadership of the whole Council staff and across the Council's overall functions. It signals a step forward from the silo-ed behaviours of the past. It avoids any confusion with the community leadership role of elected Members and their specific responsibilities to lead the Council and the wider borough. It also avoids any confusion with the specific Constitutional position where the Leader and Cabinet are formally the Council's "political executive".
- 5.4 This change therefore clarifies that while the Leader and Cabinet lead the Council as a whole, it is the Council's appointed officials who manage the services and lead the organisation's staff.
- 5.5 Membership of the CMT will consist of a core group with other officers able to request attendance at it for specific matters or to place items on the agenda for discussion. All members of the CMT and all directors will receive weekly copies of the papers to build understanding and openness. A cascade relationship of briefings will take place from the

CMT to directorate management meetings and then onto divisional meetings.

- 5.6 Each member of the management team will take on a lead role for one of the staff networks and will be a champion for their work. Where the roles align they can work closely with the member champions as well.

Core CMT membership	
Assistant Chief Executive	Director Service Quality, Improvement & Inclusion
Chief Executive	Corporate Director Housing
Corporate Director Adult Social Care & Health	Corporate Director Resources
Corporate Director Children Young People & Education	Corporate Director Sustainable Communities & Regeneration
Standing members of CMT	
Statutory Director of Public Health	Director of Legal Services – Monitoring Officer
Head of Insurance, Anti-Fraud & Risk	Internal Audit
Director of Human Resources	Head of Communication & Engagement
Director of Policy, Programmes & Performance	

- 5.7 In order to develop staff knowledge of the whole Council's operations and to offer opportunities for development, it is proposed that a shadow corporate management team will be developed from front line / non-management staff across the Council. This will be a similar model to a non-executive director role and is something that the national civil service has used.
- 5.8 They will be given the management team papers and be asked to hold the meeting in the same way as CMT and one of their number each week will be asked to attend CMT to offer their views and conclusions.
- 5.9 These roles will circulate and will be held for a period of approximately three months. Training will be offered to those under taking these roles. CMT will significantly benefit from having a front line perspective on many of the matters it discusses and it will help build openness and

understanding across the Council as well as offer development and learning opportunities for those staff involved.

A new vocabulary

- 5.10 To support the proposed new system of internal control, and to operate in a more co-ordinated fashion, the Council’s management needs to adopt a new shared language of describing activity and role
- 5.11 The change in language of posts and meetings and the sharing of the same language is intended to achieve two outcomes. One is a shared understanding across the Council of what is being referred to and how it all connects. The other is to emphasise the importance of management and managerial leadership in delivering efficient and effective services.
- 5.12 Feedback on this from staff was very supportive and it is proposed we adopt the following descriptions of roles and meetings.

From	To
Executive Leadership Team	Corporate Management Team
Directorate Leadership Team	Directorate Management Team
Executive Director	Corporate Director
Corporate Director	Director
Head of Service	Head of Service
Directorate / Department	Directorate
Department / Division	Division
Division / Team / Service	Service then Team

Heads of profession

- 5.13 The consultation proposal paper talked about *“introducing roles to be designed across the structure to be professional leads to draw together shared processes and systems.”* This is “borrowed” from the civil service where they have officers engaged in similar functional activity in different government departments and they use this model to achieve a consistent approach and quality of work across the civil service e.g. developing policy. They also use it as a way of developing staff, improving skills, networking across the service to build connections and understanding and overall enriching roles.
- 5.14 Feedback from the consultation was positive about this as an idea with further suggestions for more “professions”. Staff were also concerned

that this shouldn't be seen as an unlimited new resource and that capacity constraints still exist for these areas. This is very much about harnessing similar roles together to co-ordinate existing capacity more effectively, to create corporate communities of practice and to raise standards in the discipline.

- 5.15 If supported by members, the detail of how we will deliver this role will be defined. This is not intended to be an exact replica of the civil service model. A Croydon version will need to be defined and an agreed phasing of the professions to be rolled out so as not to overload the organisation.
- 5.16 A number of the job description have this new responsibility identified. The proposed list of posts which could hold a head of profession role are as follows:

Profession	Post
Finance Management	Corporate Director of Finance
Programme & Project Management	Director of Policy, Programmes & Performance
Service Quality, Productivity & Improvement	Director of Service Quality, Improvement & Inclusion
Access to Information & Transparency	Chief Digital Officer and Director of Resident Access
Data interpretation, business analytics and insight	Statutory Director of Public Health
Commissioning & Procurement	Director of Adult Social Care Policy & Improvement
Resident Voice	Director of Sustainable Communities

Special Projects

- 5.17 Feedback from staff has been consistent about the need to develop more open and equitable opportunities for staff development and to be able to work across the organisation, most recently during the tea time conversation with the Race Equality Network.
- 5.18 Various ad-hoc offers have been made to make some opportunities available since September 2020, including the involvement of colleagues in the work on the Croydon Renewal Improvement Plan.

- 5.19 The Council also has a range of ambitious strategies which require consideration across all of the Council's services but at present there are no dedicated or specific resources to do some of these. Such a strategy is the recently approved Croydon Climate Crisis Commission and the action plan to be developed.
- 5.20 If this proposal is approved by members, a programme of topics will be developed for Cabinet to prioritise and then these will be offered to staff to come forward to work on as a new range of personal development opportunities. Training will be provided for staff who participate in these special project teams. Each corporate director and director job description has been written to incorporate this activity and the release of staff to participate in these special projects

Internal System of Control

- 5.21 From a review of the Council's intranet and some training resources, it is clear that Croydon Council has had a defined system of internal control – in the past called “doing the right thing”. There is a great deal in those resources on line that is of value and is still of relevance to us today. For example there is a corporate code of governance that incorporates the CIPFA “Delivering good governance” code and each directorate used to have their own scheme of management and internal controls and delegations defined and published. It is also clear from the recent number of critical external reports that this system of internal control fell into a level of disuse resulting in a nil to limited assurance rating and a qualification on the Council's accounts for value for money as well as a Report in the Public Interest and Non-Statutory Rapid Review Report criticising the internal controls on governance and financial and risk management.
- 5.22 Much work has been delivered to improve the system since the action plan to the Report in the Public Interest was published in November 2020. At the June 2021 Cabinet the update report showed nearly half of all actions have now been completed.
- 5.23 A system of internal control inside a local authority consists of a range of processes and activities that must be complied with by managers and staff to ensure effective governance and that stewardship of public money can be assured. But it is not solely about the correct implementation of policies, processes and forms. For it to be truly effective it needs to be part of the day to day management behaviours and dialogue of the Council.
- 5.24 Another very important element of an internal control system is the need for it to be effectively organised so it can form part of the business of the Council in a smooth and efficient way. It also needs to involve managers and senior managers across the Council in order for it to be a truly lived culture.

- 5.25 As part of the proposed changes to the senior management, it is proposed to introduce the first stage of a new series of internal control officer boards. These will need to be captured in the updated Code of Governance and other associated codes, regulations and references in the Council's constitution. The Council's intranet pages will also need to be significantly updated and the training refreshed.
- 5.26 A formal review of the mandatory training that all managers and all staff must undertake is also required and completion of this be reported in the assurance reports.
- 5.27 The proposed new officer boards will be:

Equality, Diversity & Inclusion	Information Management & Transparency
Finance, Risk Management and Assurance	Performance Improvement & Productivity
Health & Safety	Resident Voices

- 5.28 Each proposed board will have its own terms of reference, membership from each directorate management team and other officers and will also be allocated corporate strategies to own on behalf of the Council. The minutes of these meetings will be shared with CMT and the 6 DMTs. Participation in these boards will also be open to staff across the council as part of a development opportunity.
- 5.29 Further work is needed to map the remaining staff meetings that happen within and across each directorate and also the range of regular meetings that happen with members and officers and members, officers and partners.

6. FEEDBACK FROM THE CONSULTATION AND CHANGES MADE TO THE DRAFT PROPOSALS

- 6.1 Over 108 responses were sent into the consultation with many meetings held with executive and corporate directors. A great deal of feedback was also received on the culture of the Council and the way it works through all the workshops and staff webinars. Nearly 2000 staff have been involved in those to date.
- 6.2 A formal acknowledgement was sent to each person who sent in their comments. A formal response is in the process of being sent to each respondent explaining the effect of their comments on the final proposals placed before members.
- 6.3 If consultation is to be genuine and meaningful it must be two way, and it must respond to people as well as giving due consideration to their comments. As has been explained earlier in the report, the period of time allocated to the formal consultation was longer than is legally required.

- 6.4 Finally all staff and members were invited to contribute to the consultation and not just those directly affected. The consultation did take place at the same time as some of the restructures for budget savings for the 2021/2022 budget and understandably there was some confusion in some of the responses as to which consultation was being responded to.
- 6.5 Also some staff raised queries asking what was going to happen with their specific team or post and if that wasn't in the three senior tiers of management than that was not the subject of this consultation. However as the recommendations show further work will now follow on from the overarching restructure of the Council to more specific reviews on a more local basis which do cover some of the issues raised.
- 6.6 The main themes of feedback were:
- Support for moving housing together.
 - Support for the heads of profession role.
 - Support for the move back into services of the commissioning and procurement resources.
 - Support to remove gateway although concerns about early help still being needed.
 - Support for a single resource dedicated to procurement
 - Support to join the information management, complaints, FOI, SAR and resident access services together
 - Support for bringing planning and regeneration together and retaining the skills and economic development resources there as well.
 - Support for keeping the work integrating with Health going.
 - Support for the improvement function in CFE being made permanent.
 - Strong request to boost the resources we have on service quality, improvement, equality, engagement and inclusion.
 - Support for rebuilding the trust and relationship with residents.
 - Support to resource the work on the Borough of Culture
- 6.7 There were also requests for changes from the draft proposals. The ones recommended to members to support are:
- To place the resilience team in the Assistant Chief Executive's Directorate, Policy, Programme and Performance division.
 - To retain the Statutory Director of Public Health as a strategic resource and place it in the Council to have greater corporate reach and impact.
 - To retain the voluntary sector funding support in the Assistant Chief Executive's Directorate, Policy, Programme and Performance division.
 - To move back the Payments, Revenues and Benefits and Debt division into the Resources Directorate, Finance Division.

- To not progress with a Public Health and Public Realm Directorate but to recognise the sustainability and regeneration priorities of the Council, the changing national thinking about the future of the public health service and not to alter it too much whilst the lock down / pandemic continues and to enable the housing service to become a directorate in its own right.
- 6.8 There was also disagreement that the coroner's service should move away from insurance and risk. This has been rejected due to the need to ensure the focus of the Head of Service Insurance, Anti-Fraud and Risk and the service is solely focused on the significant risks the Council has and its anti-fraud and insurance needs, as part of the essential task of improving the internal control practices of the Council.
- 6.9 Feedback from two of the recognised trades unions was received. The majority of one union's feedback was focused on the savings proposals and restructures for the 2021/2022 budget.
- 6.10 The other feedback received offered a much reduced senior management structure at head of service level for the Council. It proposed seven heads of service be removed. This was achieved by reducing the four heads of HR to two, the four heads of finance to 2, two childrens' and two adults social work heads of service to one each, and merging 6 posts in the public realm directorate (as was) into 3. Whilst this feedback is helpful, at this stage this is not agreed with. However the further restructure that is flagged in this report that will take place no later than the autumn of 2023 will directly consider these proposals as part of the assessment of what capacity is needed once the Council has achieved much of the Croydon Renewal Plan milestones. It is vital at this stage that we retain enough capacity and bandwidth to be able to deliver both the services we must do for the residents of Croydon but also deliver the Croydon Renewal Plan.
- 6.11 Due to the considerable amount of work developed on the health integration agenda, the chief executive of the Croydon Health Services NHS Trust sent in views on the proposed restructure. Options of fast tracking the integration of health and adult social services was submitted along with proposals to merge the DASS with a director of the NHS Trust management team. The proposals do reflect a number of other local authority and NHS arrangements which have shown positive benefits for more effective and efficient adult social care and health services. However at this stage with the need to fundamentally reduce the cost base of adult social care, these comments have been rejected. However, when the reassessment of this structure takes place in the autumn of 2023 these ideas should be very seriously considered.
- 6.12 The Coroner also responded to the consultation and the suggestions have been incorporated in the proposals before members.

7. FURTHER REVIEWS

- 7.1 The proposed redesign and new senior management structure that is presented to members for consideration and agreement is the first step in a series of follow on reviews that will now be required. The overriding principle for this proposed restructure is one of lift and shift.
- 7.2 Further work is then required once a service or team is placed in its new home to ensure it connects with the other services it sits alongside and works as effectively and efficiently as possible. This further work will either be carried out by the management in place or additional resource may be provided to support. The preference will be for local management to complete the review.
- 7.3 At the time of writing this report, the Council is undergoing significant reviews of its service to identify further budget savings for the 2022/23 budget. A very detailed review of statutory and discretionary services is underway to establish more cost efficient and effective ways of delivery and more reviews and reductions will flow from this work which will affect the proposed structure and posts.
- 7.4 One of the reviews to follow on from this restructure is a Council wide review of the expenditure on legal services and controls across the Council for officers to commission legal advice and to balance that with the use of our in-house service.
- 7.5 The nature and type of additional resource for the Director of Commercial Investment & Capital is to be determined. In particular whether the resource should be internal or external.
- 7.6 In order to provide greater resilience and support to the internal audit and anti-fraud functions, discussions have been held with the South West London Partnership which is hosted by Wandsworth and which provides internal audit and anti-fraud services to Kingston, Merton, Richmond, Wandsworth and Sutton. Discussions are ongoing, but if successful would enable better career development for the existing Council staff group in the anti-fraud service and for greater future flexibility in the provision of internal audit. A full report on this will be made to a future meeting of GPAC. New arrangements are in place in the short to medium term with the Head of Insurance and Risk incorporating the anti-fraud function and Mazars providing the full support on internal audit to the Corporate Director Resources.
- 7.7 The review of the commissioning and procurement service will shortly conclude. There has been very positive support in the consultation for the commissioning resources to be moved closer to the relevant service and for a dedicated procurement function to be created.
- 7.8 The governance of the pension scheme is separate to the rest of the council's work on the local government pension and this will be reviewed.

- 7.9 The merger of the anti-fraud service into the insurance and risk service is an important step for the work on the internal control system and a review will be useful to ensure it connects effectively together.
- 7.10 The Gateway service will need a detailed review to ensure the many elements of it have been safely redesigned into the different parts of the Council.
- 7.11 The Housing service will need a detailed review and redesign.
- 7.12 The Council's complaints, information management teams, SAR, FOI, member case work and resident access systems will all need redesigning.
- 7.13 A spans and layers review exercise will also be used in the redesign of the different parts of the Council's structures that follows on from this report. It is understood that due to the nature of the Council's financial difficulties we will need to keep reviewing staffing costs and the structure of the Council as we deliver the medium term financial strategy.
- 7.14 The resources that support members' governance meetings and members' needs in general needs reviewing.
- 7.15 There will need to be a consideration as to whether there are sufficient resources in the risk service.

8. PROPOSED CHANGES TO POSTS AND AFFORDABILITY OF THE PROPOSED STRUCTURE

- 8.1 This proposed restructure was formally consulted upon in December 2020. Due to the need for it to be paused, several changes were made to senior management structures for the budget savings for 2020/21. Those savings would have been attributed to the impact of the proposed restructure.
- 8.2 The impact of this proposed restructure will be shown as total posts changed in the three senior tiers since December 2020 and also the total savings from this proposal.
- 8.3 **Posts in place in December 2020**

Posts	Number at December 2020	
Chief Executive	1	
Executive Directors	5	1 Other Sources Funded

Corporate Directors	20	1 Public Health Funded 2 HRA Funded 3 partially funded from HRA, Pension Fund and other sources.
Heads of Service	84	3 CCG funded 3 HRA funded 9 partially HRA funded 1 partially Pension Fund funded 3 partially funded from other sources
Total	110	

8.4 Posts proposed in new structure June 2021

Posts	Number at June 2021	
Chief Executive	1	
Corporate Directors	6	1 HRA funded 1 partially funded by HRA and Pension Fund
Directors	18	1 HRA funded 1 Public Health funded 4 partially funded by HRA
Heads of Service	73	1 Pension Fund funded 3 CCG funded 6 HRA funded 4 partially HRA funded
Total	98	

8.5 The proposed restructure will reduce the number of senior posts overall by 12 posts.

8.6 Four new posts including a corporate director and director have needed to be introduced to address the significant issues in the housing service and ensure the Croydon Renewal Plan can be fully delivered in

particular change the operating culture of the Council. Once the housing improvement plan has been predominantly delivered, the need for this directorate will be reviewed with the aim of integrating it within the Sustainable Communities, Regeneration & Economic Recovery directorate.

- 8.7 The proposed posts identified for member approval in this restructure have all been checked to ensure there is base budget funding for them.
- 8.8 As the restructure had to be paused in February 2021, some of the savings that would have been delivered by its proposals were taken as part of the overall savings for the 2021/2022 budget. Those 2021/2022 cost savings total £315,129.
- 8.9 The additional cost savings from these proposals for the full restructure total £519,834. These cost savings will contribute to the 2021/2022 budget as a part year effect from the implementation of the proposed new structure which is intended to be in place in the autumn of 2021. The full year effect will not be available until the financial year 2022/2023.
- 8.10 In total the proposed restructure will save 6.5% or £834,963 on current senior management costs.

9. NEXT STEPS

- 9.1 Following Council approval, the assimilation to the proposed structure will be in accordance with the Council's restructuring and reorganisation procedure and policy. In accordance with this procedure, subject to the relevant assessment of the role, affected employees will either be directly assimilated (matched), or declared 'at risk' of redundancy. For employees 'at risk', the Council will identify ring-fenced opportunities and/or will place the affected employee/s in the Council's redeployment pool.
- 9.2 In short, the objective of the Council will be to avoid the termination of employment, on the grounds of redundancy, of all affected employees wherever possible. The Council will work with all affected employees to support them during this process given it is our objective to avoid redundancies. Support will include not only line management and HR support but also making use of the support available via the Employee Assistance programme.
- 9.2 Where posts are vacant, there will be a recruitment process. Internal applicants will be very welcome for any vacancies and will be considered alongside external applicants.
- 9.3 As such it is recommended to members that we appoint a professional recruitment agency to devise a campaign that will attract the most diverse and talented individuals to apply. The Council has made clear in

its' recently agreed Equality Strategy, that it is committed to ensuring it has a fully diverse organisation at all levels in the council. The successful recruitment agency must be able to demonstrate excellent past practice in positive action initiatives and in delivering a diverse pool of quality applicants for other employers.

- 9.4 The Council should seek the best professional advice on how to ensure a diverse field of applicants will be attracted. Positive action initiatives will be designed to help encourage the most diverse range of candidates to apply. Examples could include a Croydon Council open day for potential applicants, pre-application advice and interview practice for candidates.
- 9.5 A transition plan to the launch of the new structure in the autumn will be developed. This will include a communications and staff involvement programme to ensure all staff understand the new council structure and most importantly the new design for the council and the new ways of working. A full culture change programme will also be drawn up by the Director for Service Quality, Improvement and Inclusion.
- 9.6 For clarity, the launch of the new structure in the autumn does not mean that external recruitment to any vacancies (once the internal HR processes have concluded) will be commenced in autumn. If an external recruitment campaign is required it will be commenced as soon as possible after the internal processes have concluded. The point of a defined "go-live" date is that transition planning can be carried out.
- 9.7 A job evaluation process was completed on the draft job descriptions and since that time, feedback has amended a number of the job descriptions. The grades shown on the job descriptions must be viewed as indicative only at this stage as a final job evaluation review will be done on the changed posts to confirm final grades. The relevant appendices for the committee to review are Appendix F, G, H and I. These grades are all in accordance with the council's pay policy as recently agreed by the Appointments Committee and Full Council.

10. CONCLUSION

- 10.1 This consultation process on the proposed restructure has been in active consideration since October 2020. A lengthy formal consultation period was undertaken fully informed by the feedback from the informal consultation.
- 10.2 The work on the proposed restructure had to be paused in mid-February and has only recently been able to be resumed.
- 10.3 Thanks must be paid to all members, partners and staff across the Council for the contributions they have made to this consultation process. Whether they were directly affected by the draft proposals and sent comments in, those who helped shape the draft proposals, and

those who contributed in webinars and workshops. Each and every one of them has made a real difference to this consultation process, making it genuine and meaningful.

- 10.4 Every single piece of feedback has been read and properly considered. All feedback is in the process of being acknowledged and individual responses will be sent in reply.
- 10.5 Croydon Council is in the process of delivering the Croydon Renewal Plan. The Plan addresses the very significant issues of the past in regard to financial management and governance failings. It also addresses the future of the Council over the next three years to March 2024.
- 10.6 This proposed structure is designed to take the Council through that period, looking back at the things it must put right and building resilience, engagement and inclusion, a new relationship with residents and improved quality of service provision for the future. The objective is provide the management capacity where it is most needed and can be afforded and enable the Council to have a sound system of internal control, do the basics really well and deliver a new operating culture that is truly diverse and inclusive of all its staff.

11. REASONS FOR RECOMMENDATIONS

- 11.1 This report captures the feedback from many staff and elected members as to the proposed new design and operating culture of Croydon Council. The consultation was genuine and meaningful and the final proposals have changed following that feedback. It is an essential step in the delivery of the Croydon Renewal Plan.

12. OPTIONS CONSIDERED AND REJECTED

- 12.1 There are mainly two alternative options to this report. Keep the structure as it is or change the structure in a different way to that proposed.
- 12.2 The current structure does not enable the Council to deliver on the priorities of the administration and nor does it enable further savings of £519,834 to be achieved. It is inefficient and too costly for the Council.
- 12.3 An alternative new structure was consulted upon and this proposal is the result of formal consultation and the feedback from many staff. As such it represents the best outcome of a design for the Council in terms of dealing with its current and medium term context
- 12.4 Members are of course at liberty to challenge aspects of the proposed design and suggest alternatives at the Appointments Committee.

13. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

- 13.1 As a result of the proposed restructure, the cost of the three senior management tiers of staff will be reduced by £834,963 compared to the current permanent establishment. £315,129 of which will be a full year effect in 2021/2022 and is already in the base budget and the balance of £519,834 will have a part year effect from when the new structure is implemented. For budget purposes this will be assessed as part of budget setting for 2022/2023.
- 13.2 The total cost reduction is across the whole Council and does not accrue solely to the General Fund .The total General Fund cost saving is £855,191, the Housing Revenue Account (HRA) will incur additional direct costs of £336,911 and other funding sources will see a reduction of costs of £316,683. The increase in costs to the HRA result from the establishment of the new Housing directorate, and may be offset in part or full when recharges from the General Fund for corporate services are reassessed as part of budget setting for 2022/2023.
- 13.3 The costs include on costs, such as Employers National Insurance and Employers pension contributions. These on costs have been accounted for at an average 37% of the salary costs.
- 13.4 These costs do not yet factor in any possible redundancy costs should any such arise and a separate calculation will need to be done on these as part of statutory redundancy calculation. Similarly, there is no allowance for recruitment costs which will need to be met from existing budget provisions or be a call on the savings in the first instance.
- 13.5 Any delays to the implementation of the proposed restructure will impact on in year cost savings. If the new structure is delivered as intended in the autumn of 2021/2022 it will allow more of the savings to be achieved in this financial year. Progress on this will be reflected in forecasts reported to Cabinet during 2021/2022.
- 13.6 **Risks**
The Council is currently operating with a high number of vacant posts and interims or internal acting up appointments in its three most senior tiers of management. This is not sustainable and nor is it conducive to effective management practice. These proposals enable the recruitment on a permanent basis to take effect. There is a timing risk of when individuals are able to take up their permanent posts once appointed. The Council will need to ensure sufficient interim cover is maintained during that period.

The corporate red risk register as reported to GPAC on 10th June 2021 had two risks which will be directly addressed by the recommendations in this report.

CEHR0071	Organisational behaviours, culture and practices lead to the Council being unable to operate effectively and therefore not serve the residents of the borough in accordance with their expectations.
PP 009	Corporate financial savings objective is not achieved due to poor programme & project management behaviours.

The resources being invested in service quality, improvement, and engagement and inclusion and the proposed new design of how those new and other existing improvement resources will be co-ordinated will enable a focused corporate programme of work to tackle the organisational behaviours culture and practices that are not enabling us to serve the residents of this borough.

The programme and project management resources have been confirmed in the 2021/2022 budget and this proposed design reinforces the importance of the Programme Management Office work in underpinning the assurance of the delivery of the Croydon Renewal Improvement Plan and the financial recovery plan / MTFS. The proposed head of profession for programme and project management will further strengthen the disciplines and skills in this practice helping to ensure delivery,

13.7 Approved by: *Chris Buss, Interim Director of Finance, Investment and Risk*

14. LEGAL CONSIDERATIONS

- 14.1 A formal consultation was undertaken in accordance with all relevant employment legislation and best practice. If the proposed structure is adopted the implementation will be undertaken in compliance with legislation and relevant HR Policies and the Council Constitutional arrangements.
- 14.2 Under the Local Government Act 1972 section 112 the Council may generally appoint whatever officers it considers necessary for the proper discharge of its duties. However, there are certain statutory appointments which must be made as set out in the report. In particular there is a requirement to appoint a Head of Paid Service who is responsible for preparing reports on the way the local authority's staff is organised, on the authority's staffing needs and on the co-ordination of the way in which the authority's functions are discharged and a Monitoring Officer to check on the correctness and propriety of the Council's decisions under the Local Government Act 1989 sections 4

and 5. In addition the Council must secure that one of its officers is responsible for the administration of financial affairs under the Local Government Act 1972 section 151. There are also requirements in legislation for the appointment of a Director of Children's Services and a Director of Adult Social Care which this report complies with.

- 14.3 The report provides for major senior management change. However, the roles and duties of the statutory officers are unchanged, it is only the position/post holder within the organisation that changes.
- 14.4 The Constitution and the Council Scheme of Delegations must be amended to capture the changes once approved and comply with the Local Authorities (Standing Orders) (England) Regulations 2001 (as amended).
- 14.5 By section 38 of the Localism Act 2011 the Council is required to produce a Pay Policy each financial year. Approval of the Pay Policy is a matter for full Council and cannot be delegated. The Council's current Pay Policy is 2021/2022 and sets out details, amongst other things, of the payment of Chief Officers which will be incorporated in this new structure, if approved.
- 14.6 The terms of reference of the Appointments Committee currently has, in Part 3 of the Constitution Responsibility for Functions authority to appoint Executive Directors and Chief Officers as defined in the Employment Procedure Rules at Part 4J. These will also need to be updated to reflect the proposed restructure and define responsibilities for appointment to the new structure. Separately the Staff Employment Procedure Rules sets out procedures to be followed for the appointment of Chief Officers, declarations which must be made by candidates and a notification process to ensure that the Leader and any other Cabinet Member have no objections to the offer of appointment which must occur before an offer of appointment can be made to him/her.
- 14.7 Approval of salary or severance packages arising should the proposed structure be approved, is a matter for the Appointments Committee under Part 3 of the Constitution Responsibility for Functions where this is above the threshold specified in statutory guidance issued by the Secretary of State pursuant to section 40 of the Localism Act 2011.
- 14.8 The restriction of Public Sector Exit Payments (Revocation) Regulations 2021 has now revoked the Public Sector Exit Payments (Revocation) Regulations 2020 which restricted prescribed public sector bodies such as the Council from making exit payments in excess of £95,000 in connection with a person leaving employment or vacating an office.
- 14.9 To ensure compliance with the Equality Act an Equality Impact Assessment has been undertaken and is referenced in paragraph 32 of the report for Members' consideration.

14.10 Approved by Asmat Hussain Executive Director of Resources & Deputy Monitoring Officer

15. HUMAN RESOURCES IMPACT

15.1 In addition to the comments outlined in the report above, if these proposals are agreed and are then implemented, the objective will be to avoid the termination of employment, on the grounds of redundancy, of all affected employees wherever possible. It is possible that in a very few cases that may be unavoidable and costs for redundancy payments will arise. These costs will need to have first call on the savings in the first instance. These costs cannot be estimated at this stage.

15.2 The costs of the recruitment support if any vacancies arise in this process will also need to be met out of the savings in the first instance. These costs cannot be estimated at this stage. The recruitment support will be sought through a competitive process.

15.3 Approved by: *Sue Moorman* Director of Human Resources)

16. EQUALITIES IMPACT

16.1 Please see the attached Appendix E for the impact assessment

16.2 Approved by: Sue Moorman Director of Human Resources

17. DATA PROTECTION IMPLICATIONS

17.1 **WILL THE SUBJECT OF THE REPORT INVOLVE THE PROCESSING OF 'PERSONAL DATA'?**

NO

The report does not contain personal data. Any personal data processed as a result of Member' decisions arising from the recommendations will be carried out in accordance with the Data Protection Act 2018.

17.2 **HAS A DATA PROTECTION IMPACT ASSESSMENT (DPIA) BEEN COMPLETED?**

NO

Advice received from the Monitoring Officer it was not required.

Approved by Asmat Hussain Executive Director of Resources & Deputy Monitoring Officer

CONTACT OFFICER: Katherine Kerswell interim Chief Executive
Katherine.kerswell@croydon.gov.uk

APPENDICES TO THIS REPORT:

Appendix A Administration Priorities for the Croydon Renewal Plan

Appendix B 2021 Current reporting structure for Croydon Council's three senior tiers of management

Appendix C 2020 Formal consultation draft proposals for a new reporting structure for Croydon Council three senior tiers of management

Appendix D 2021 Final proposals for a new reporting structure for Croydon Council's three senior tiers of management

Appendix E Equality Impact Assessment

Appendix F New job descriptions for JNC posts

Appendix G New job descriptions for new Heads of Service posts

Appendix H Indicative grades for the Corporate Director and Director posts.

Appendix I indicative grades for the new Head of Service posts

BACKGROUND DOCUMENTS – LOCAL GOVERNMENT ACT 1972

- Croydon Renewal Plan and the Croydon Renewal Improvement Board Cabinet 25th November 2020.
- Report in the Public Interest Grant Thornton
- Non statutory Rapid Review report MHCLG
- Council's Constitution
- Code of Officer Conduct
- Code of Corporate Governance
- Budget 2021/2022 8th March Cabinet and Council
- CIPFA Delivering Good Governance in Local Government 2016
- Croydon Equality Strategy 18th February 2021
- Croydon Council Pay Policy Statement Appointments Committee 19th February 2021 and Full Council 8th March 2021
- Corporate Risk Register GPAC 10th June 2021

Priorities & new Ways for renewing Croydon

About this plan: why are we doing this now

Croydon faces the most serious financial challenges and is seeking a loan from the Ministry for Housing Communities and Local Government (MHCLG). This is caused by the issues highlighted in our auditor's Report in the Public Interest and exacerbated by the Covid 19 pandemic and to a lesser extent the uncertainty caused by leaving the European union, currently without a trade agreement.

These problems have deep roots, and while a decade of austerity, historic underfunding and the Covid-19 crisis have had a major impact on our finances they do not excuse where the council has made mistakes.

We will need to rebuild the council and rebuild trust with our communities and partners. We know this won't be easy and will require difficult decisions to be made. The challenges we face mean we have had to rethink the plans we set at the last local elections. We have had to work quickly to identify what is most important for our communities, in the immediate future and over the next three years.

This framework will give us a structure to help us identify: where our limited resources as a local authority can have the most positive impact for our residents; where we can leverage our partnerships to support our plans, and; where we should be using our democratic leadership to campaign and lobby government for change.

This framework will help council officers set a new corporate plan for the organisation. We will be able to assess spending and policy proposals in every area, from housing, to health, from economy to early help, from culture to community safety, or any other part of the council, any work or service will need to make a positive impact in addressing one of our three priorities. We have also set out how we will do this, so residents, partners, staff and service users know what they can expect from us and hold us to account for how we deliver, not just what we deliver.

Who we are: our values, our ambition

We are a borough that cares, about each other, and about the communities we live in. We have strong neighbourhoods, thriving local businesses and a vibrant voluntary sector. We want Croydon to be a place where no one is left behind. This means we will focus our efforts on the most vulnerable and most excluded residents, including those living in extreme poverty.

As a council we are explicit that we can't do this alone. The council has over many years nurtured really strong partnerships: with the NHS, with the wider public sector, with employers and businesses in the borough with the voluntary sector and above all with the people who live here. We will seek to work with every resident and organisation that wants to work with us to face our challenges and build a better future for Croydon. We know that we will need to work to earn back the trust we need for these partnerships to be effective.

Above all we want to build a compassionate, resilient and caring Croydon.

Our priorities – 2021-2024

The challenges we face are immense. While this doesn't stop us being ambitious for Croydon in the future, it does mean we will need to be clear about our priorities and make some tough decisions about what we will and won't do over the next few years.

For the next year to 18 months at least, Covid is going to be absolutely central to our day to day experiences, as a community and a country. The pandemic will continue to have a huge impact on what we are able to do and how we are able to operate as a local authority. Covid has also meant changes to how we deliver some services, introducing digital options which are more convenient for residents and more efficient for the council. The three priorities below should be viewed through that lens. Since March we have been regularly reviewing and updating our response to Covid to support our communities and will continue to do so as we simultaneously improve as a council.

Taking our significant challenges, together with our ambition for our borough and the assets we have, in the council, our communities and through our partners we have decided to focus on the following priorities for our borough:

- We will live within our means, balance the books and provide value for money for our residents.
- We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.
- We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy. And to keep our streets clean and safe. To ensure we get full benefit from every pound we spend, other services in these areas will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand.

This will mean some tough decisions for the council. We will stop delivering some services that we know our communities find valuable. But we believe that by focussing on a smaller number of priorities for our residents we will be more impactful on those issues, and ultimately deliver what we do keep doing to higher standard. We will be working with our residents, our staff and our partners to identify the right way to deliver our priorities for the next three years, and welcome everyone's views.

How we will do it – 2021-2024

The need for us to rebuild trust and in order to meet the scale of the challenges we face, means we will also need to change the way we work. This change won't be easy, and while some changes can be made quickly others will take time. Throughout this we will focus on some key ways of working in the council, with our communities and partners to build a better Croydon.

- We will practise 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.

The context for Croydon

Croydon, along with the rest of the UK, is about to enter one of the most challenging periods of its history. We don't yet know the full extent of Covid's impact – significant economic and social restrictions to protect us from the disease remain in place, themselves both causing social and economic problems now and storing up more for the future. In a matter of weeks we leave the European Union. A trade deal is currently uncertain.

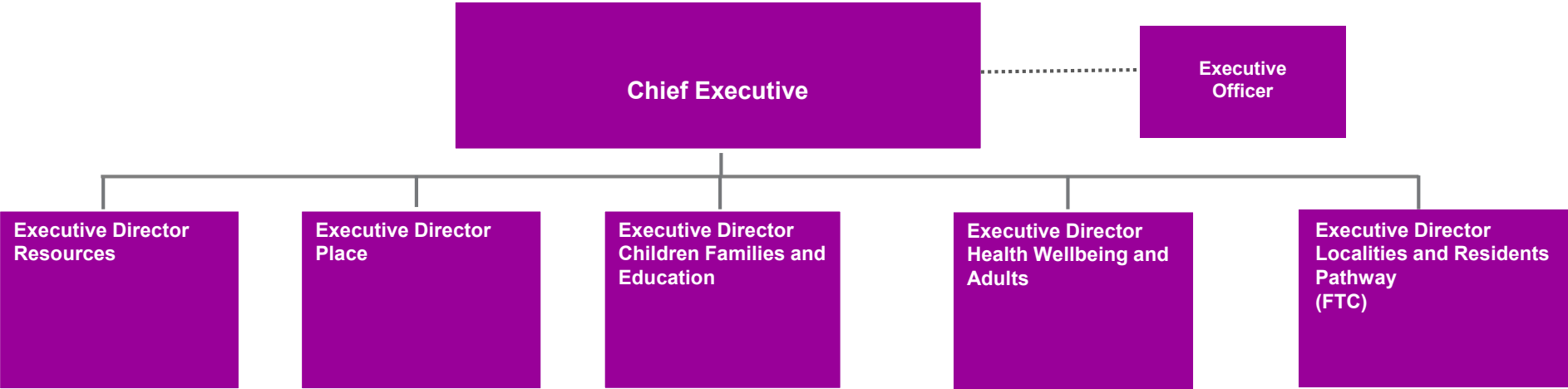
Leaving the EU and Covid are exposing ingrained inequality, disadvantage and poverty, already present in our borough. It's likely that the people and groups who are already worse off will be hardest hit by these twin storms. We have particularly seen the racial and economic inequality in our borough laid bare.

These challenges will require us all to pull together to support each other and play our part to get us through the tough times to come.

Covid and leaving the EU are beyond the council's control, but it is against this backdrop, Croydon Council itself faces a financial challenge the scale of which has not been seen in local government. We have been subject to stinging external criticism – which although it hurts, we accept. We know if we are to put things right every area of our work will be impacted as we seek to reshape the council and put it on a stable financial footing, in order to weather the storms to come.

It's clear that Croydon faces crises on a number of fronts. It would be easier to give up and let someone else try to solve our triple challenges. But giving up is not in our nature. We are determined to use our democratic mandate, our convening power and influence and our resources efficiently and effectively to support residents through the tough times to come.

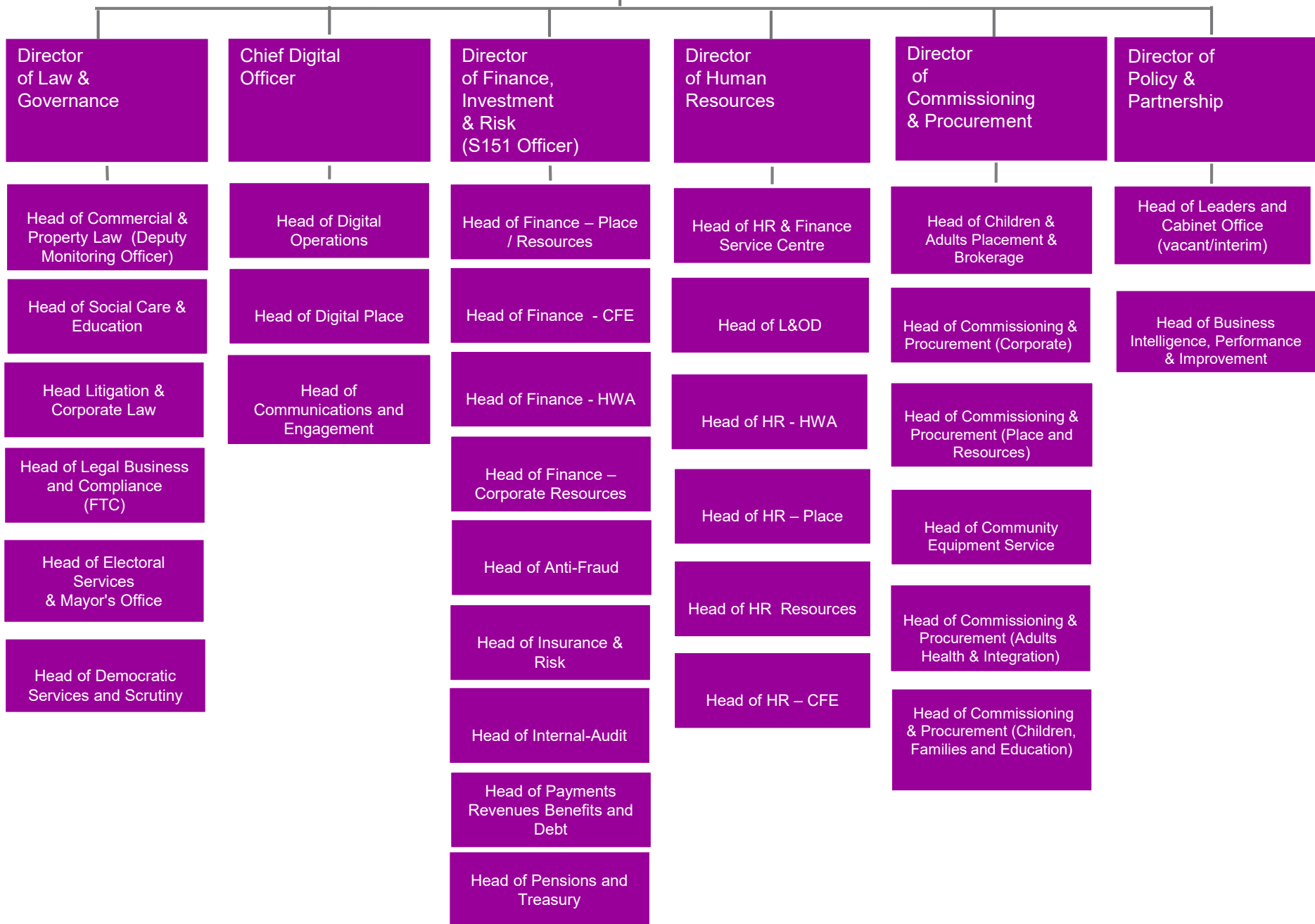
We remain hopeful and ambitious for our borough, and know, that while the immediate future looks uncertain, Croydon has a bright future.



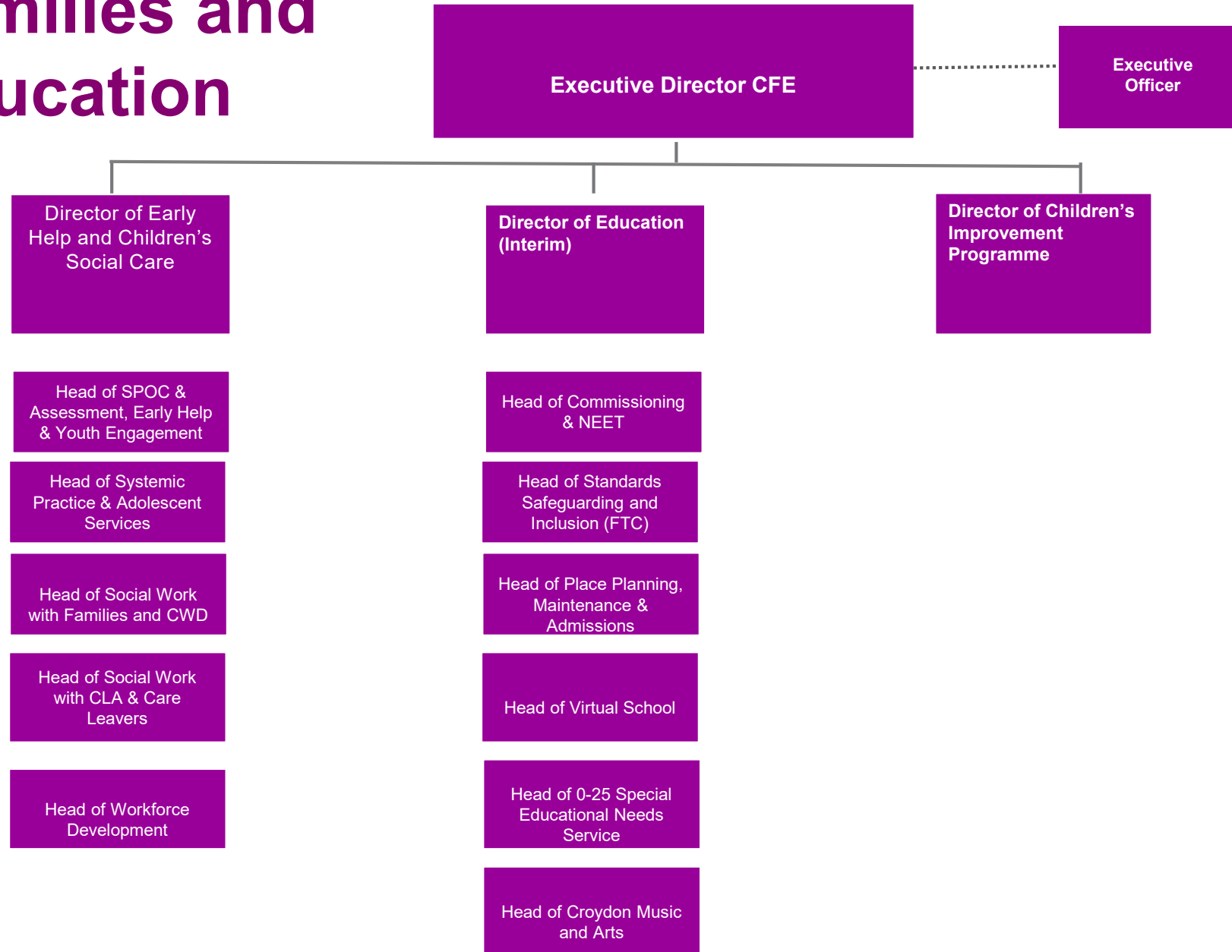
Resources

Executive Director Resources

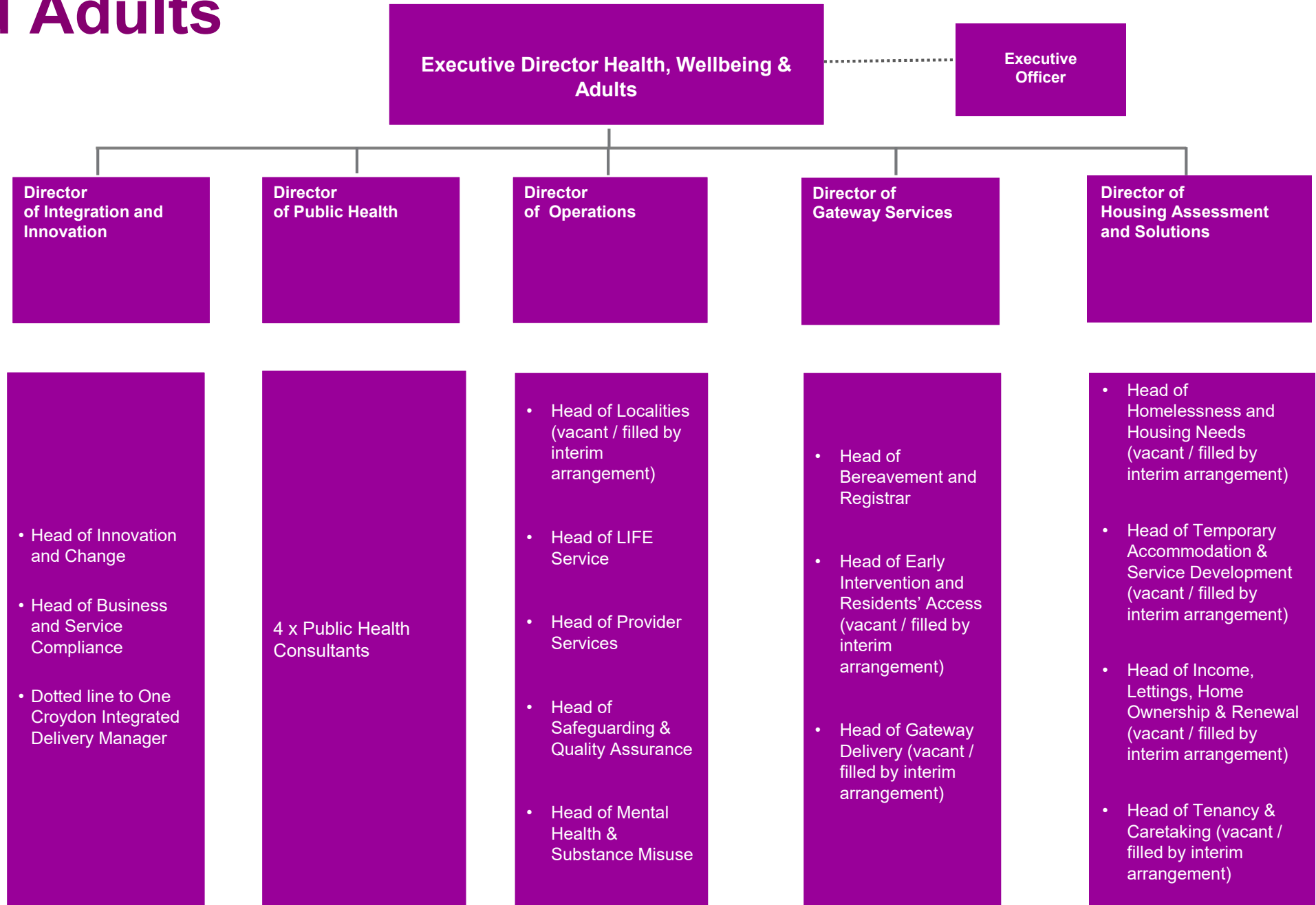
Executive Officer



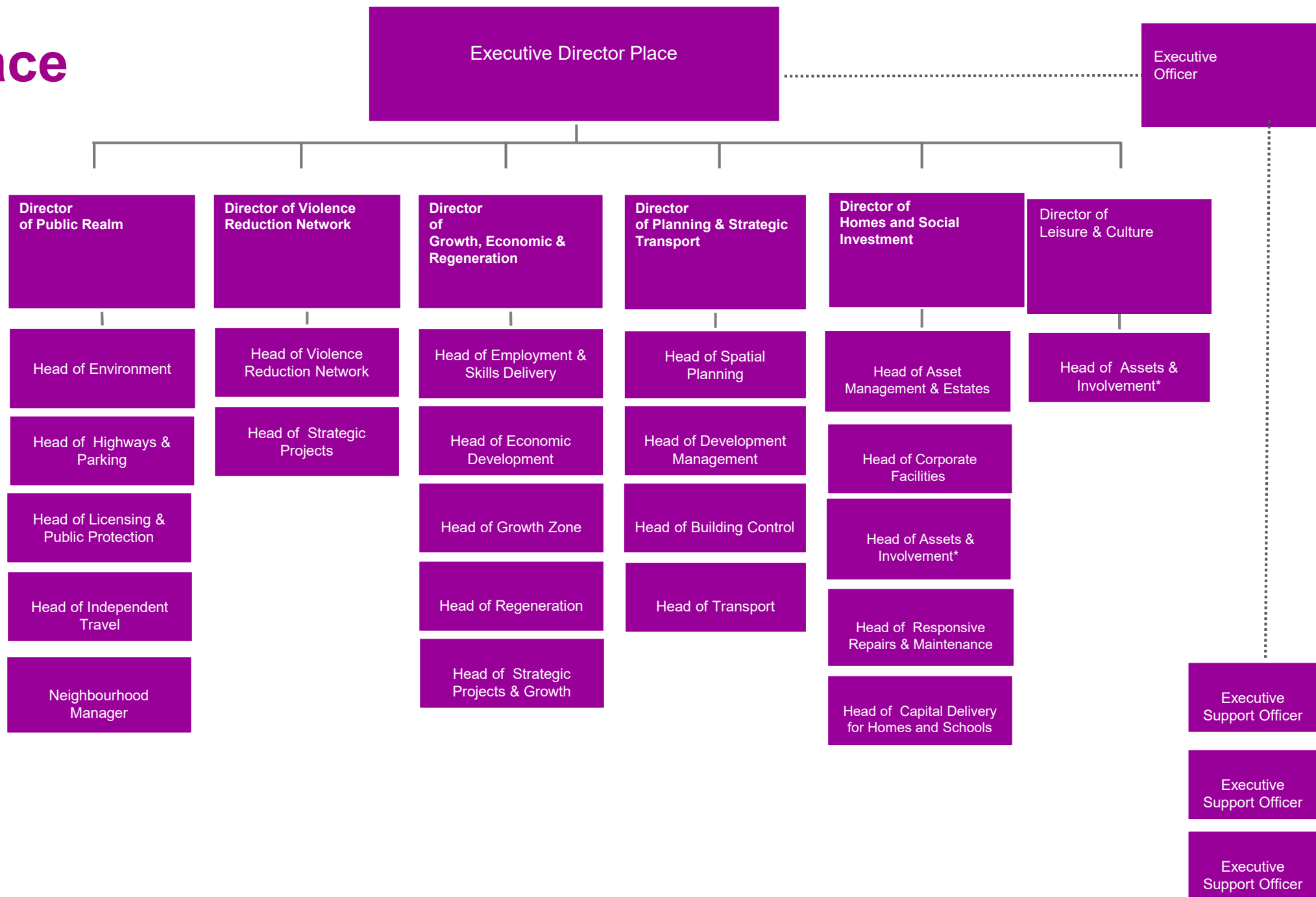
Children Families and Education



Health, Wellbeing and Adults

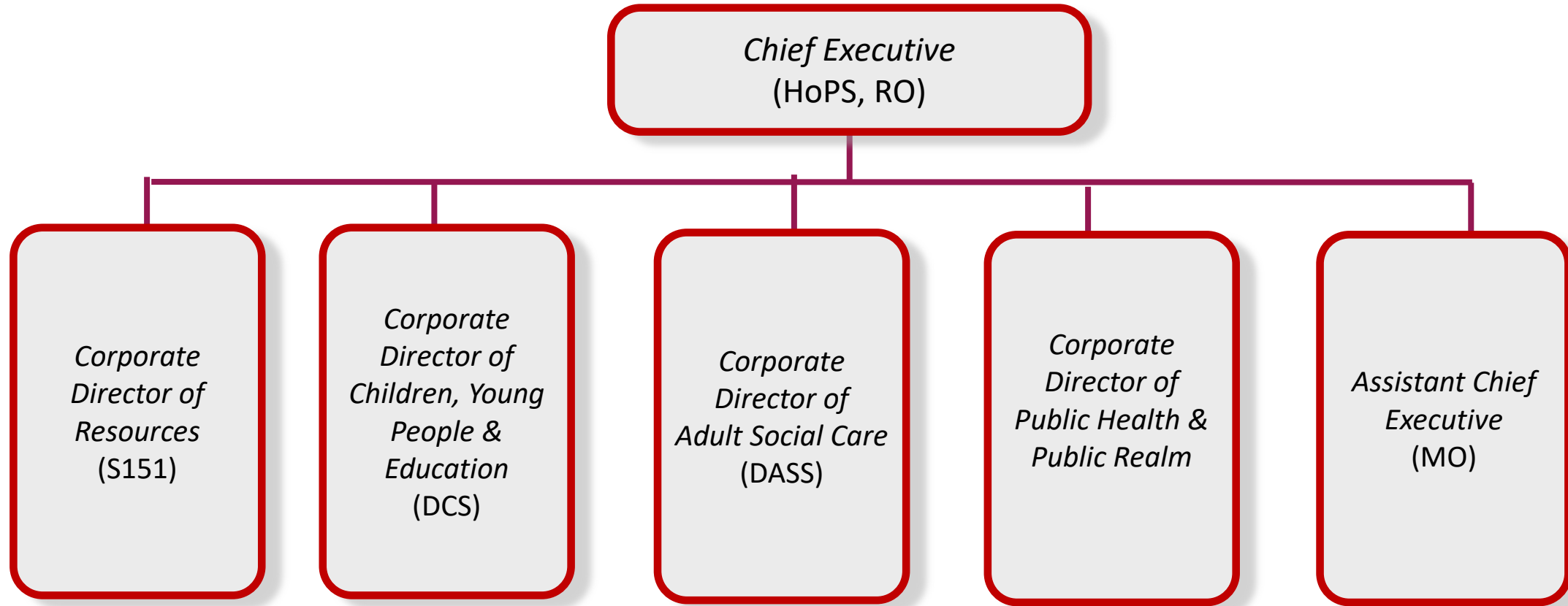


Place

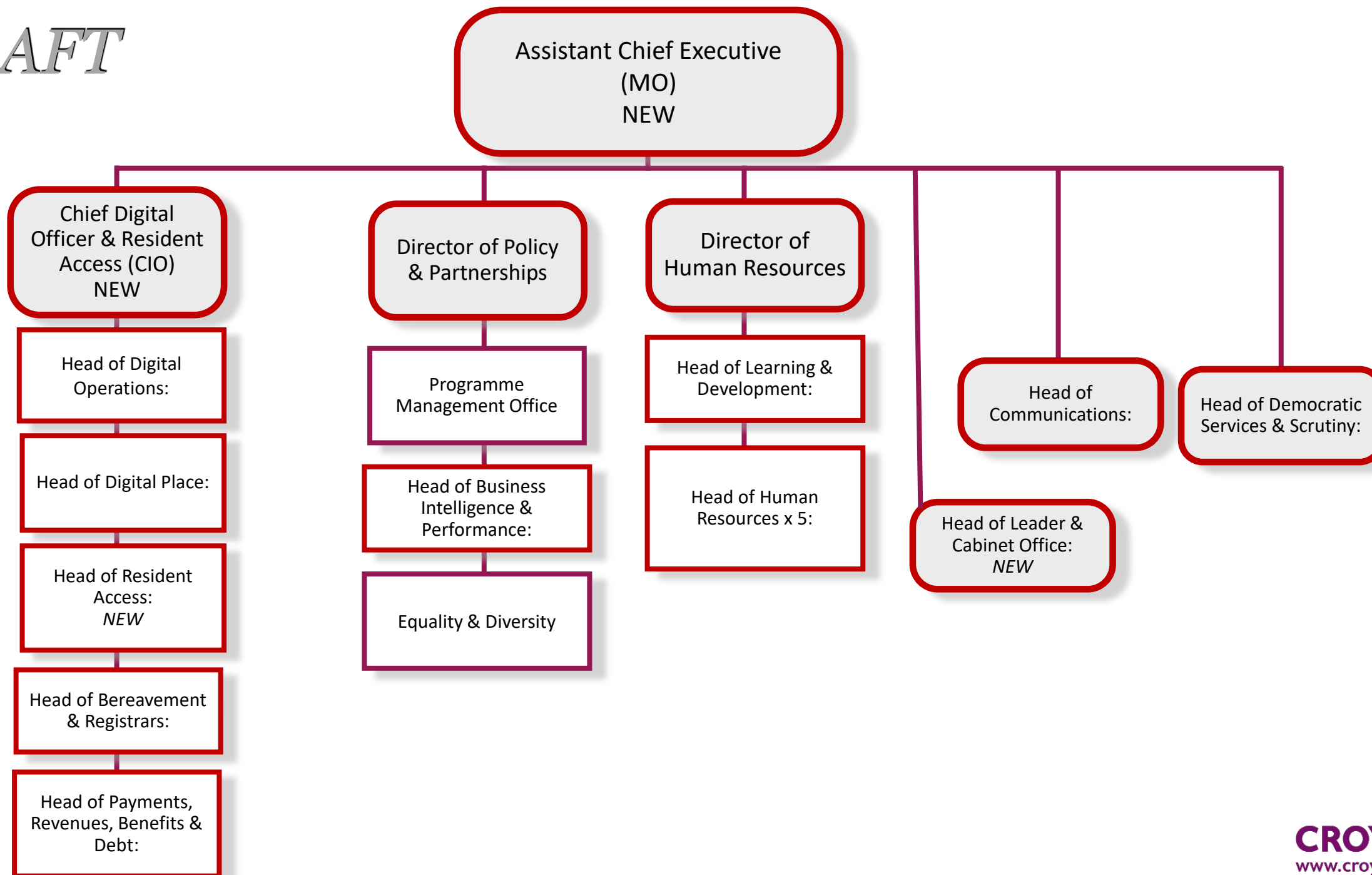


New LBC management
arrangements
draft proposals for consultation

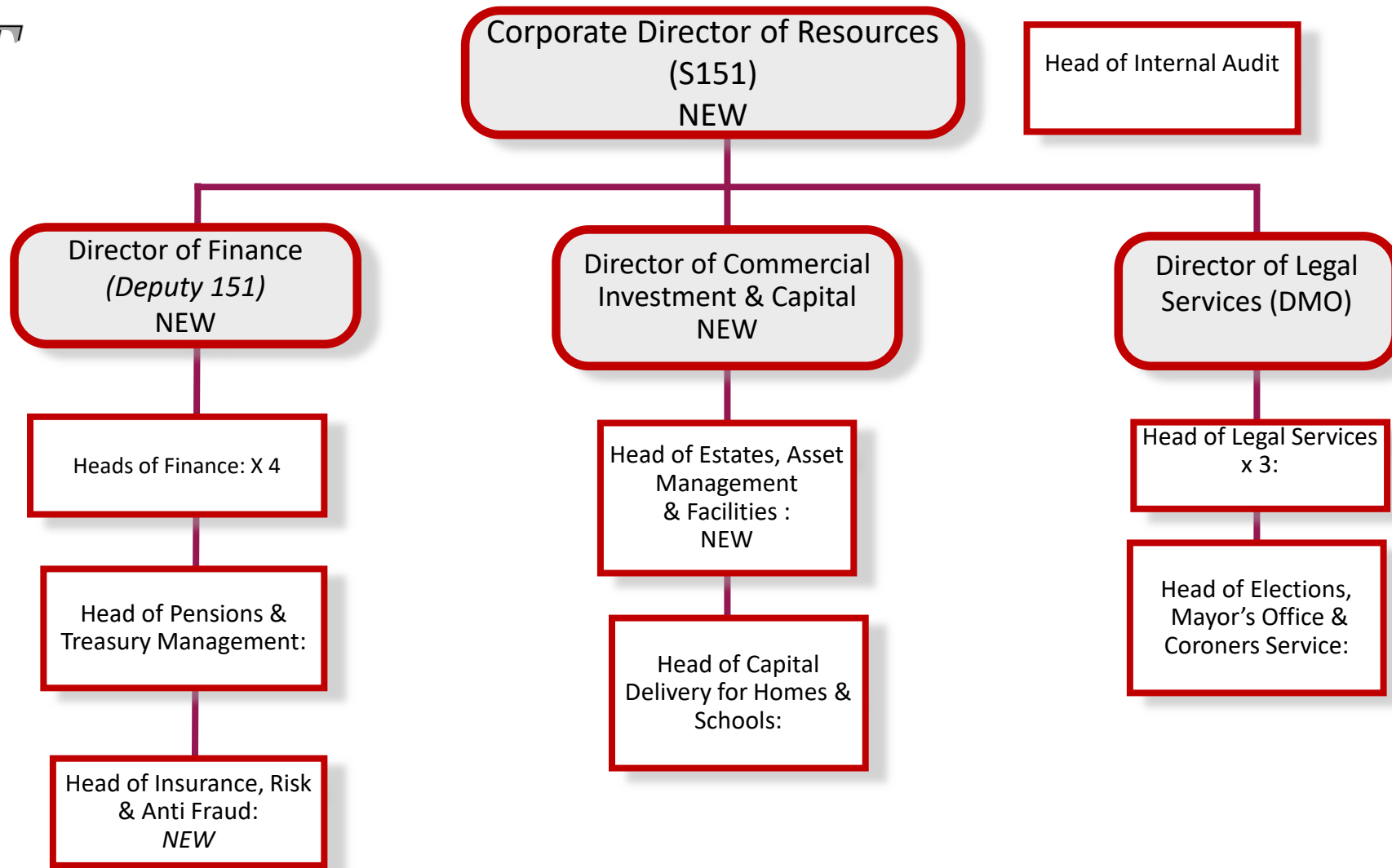
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Corporate Director:
Adult Social Care (DASS)

Director of Adult Social
Care Operations

Head of Community
Equipment Service:

Head of 0-25 Disability
Services

Head of Provider
Services:

Head of Safeguarding &
Quality Assurance:

Head of Localities:

Head of Life Services:

Head of Adult Mental
Health & Substance
Misuse:

Director of Adult
Social Care
Improvement
NEW

Head of Commissioning,
Place & Resources:

Head of Commissioning &
Procurement Corporate

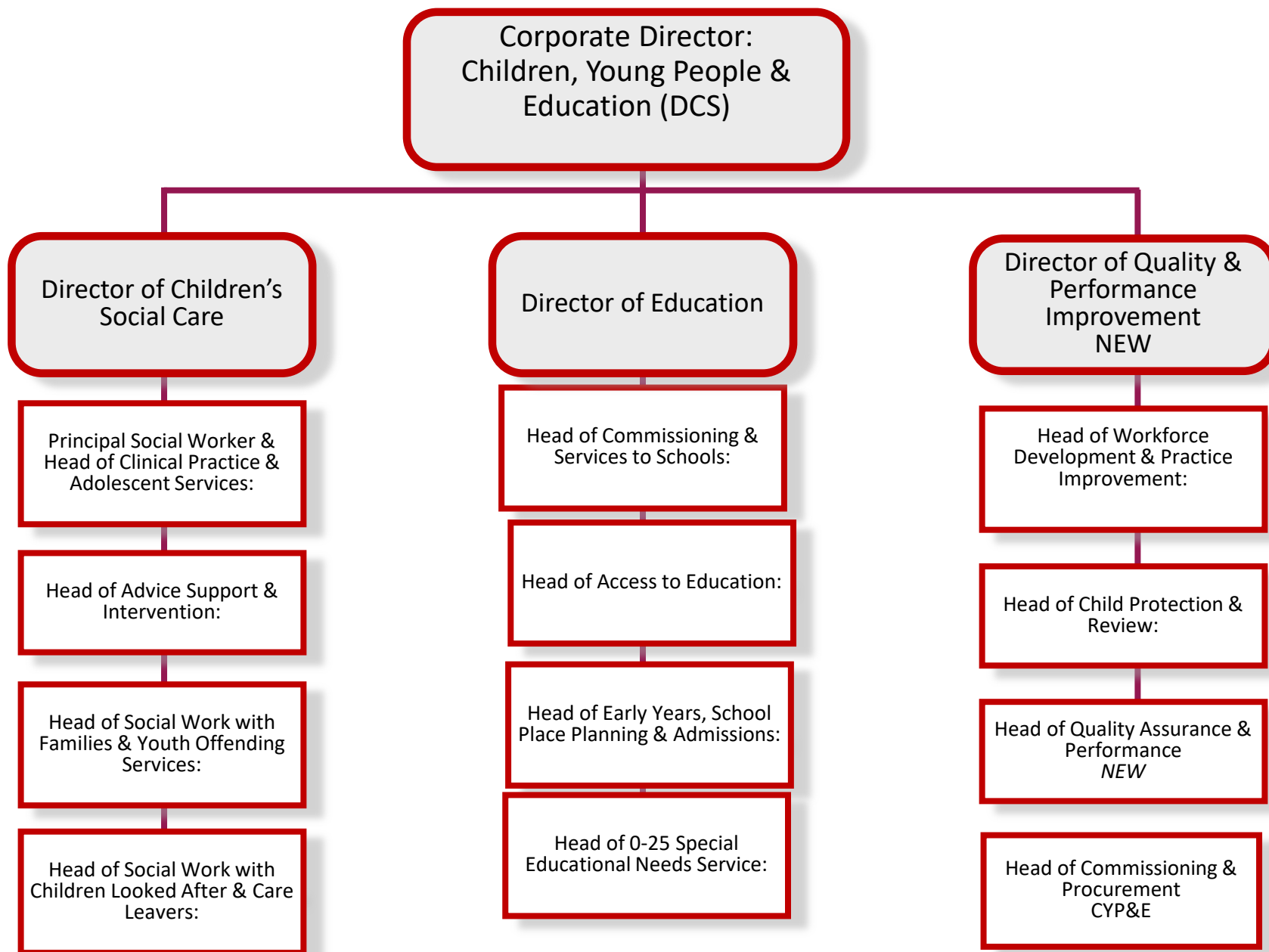
Head of Children & Adults
placements & brokerage

Head of Business & Service
Compliance

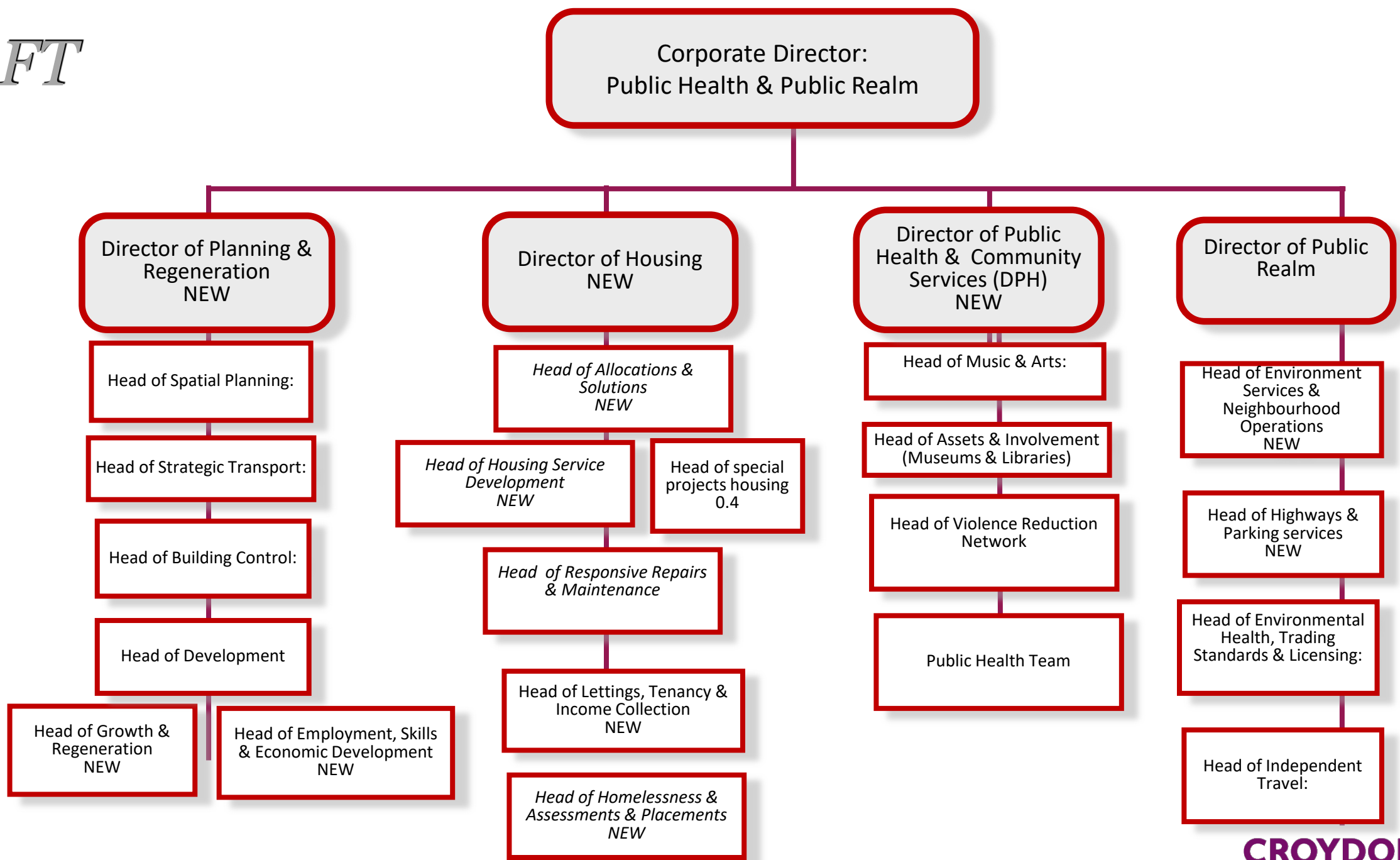
Head of Improvement:

Head of Integrated
Contracts & Performance
(CCG Paid)

Deputy Director
One Croydon PMO
Employed by CCG



DRAFT



Proposed LBC management arrangements in response to the consultation

N.B. posts highlighted as blue subject to separate review

Posts highlighted as yellow paid for by NHS

Directorates

*Chief Executive
(HoPS, RO)*

*Corporate
Director
Resources
(S151 &
Deputy CEO)*

*Corporate
Director
Children,
Young People
& Education
(DCS &
Calidcott
Guardian)*

*Corporate
Director
Adult Social
Care & Health
(DASS &
Calidcott
Guardian)*

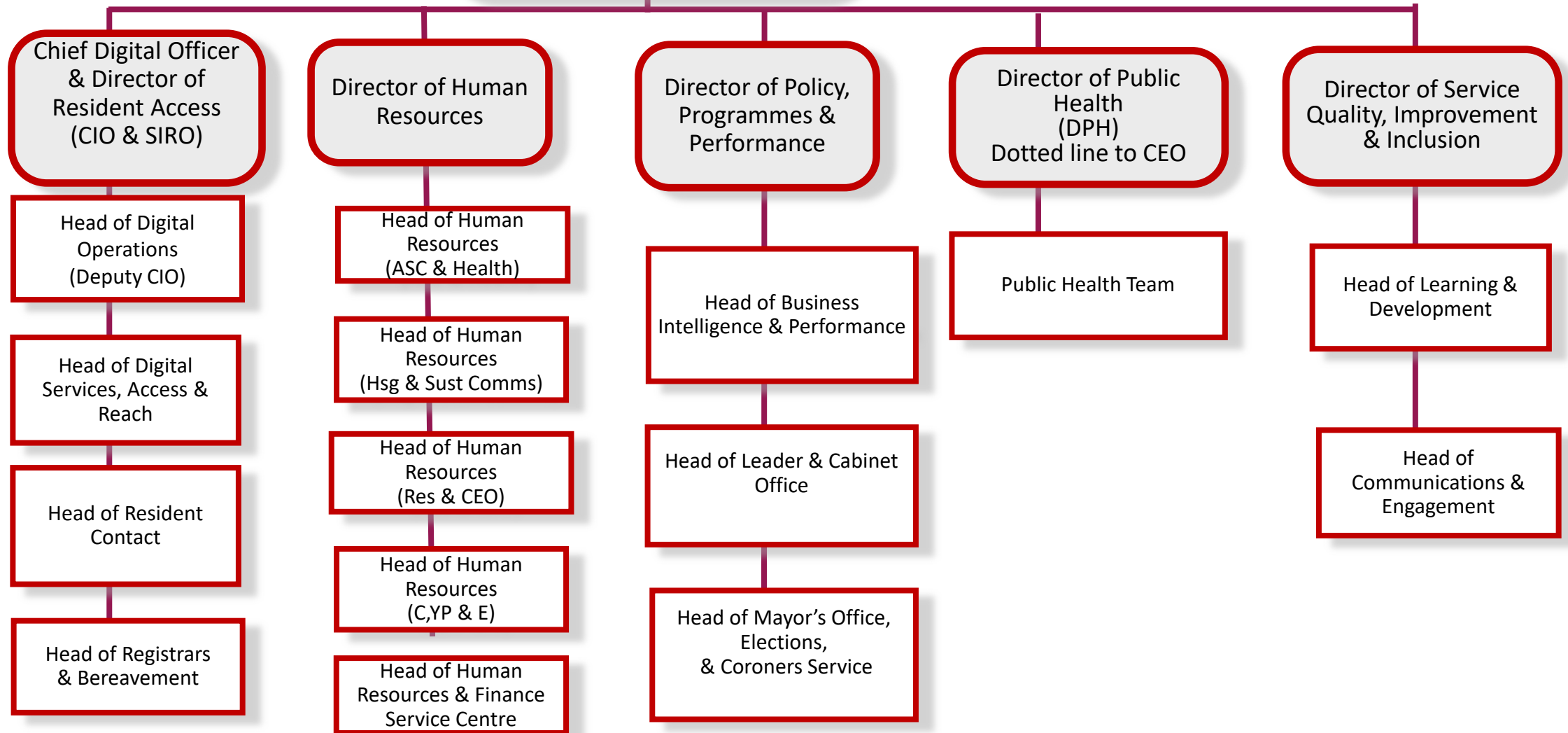
*Corporate
Director
Housing*

*Corporate
Director
Sustainable
Communities,
Regeneration &
Economic
Recovery*

*Assistant
Chief
Executive*

Assistant Chief Executive Directorate

Assistant Chief Executive



Resources Directorate

Corporate Director Resources (S151 & Deputy Chief Executive)

Internal Audit service

Director of Finance (Deputy S151)

Head of Pensions

Director of Commercial Investment & Capital

Director of Legal Services (MO)
Dotted line to CEO

Head of Finance (Housing & Sustain Croydon)

Head of Finance (Adult Social Care & Health)

Head of Insurance, Anti-Fraud & Risk

Head of Finance (Resources & ACE)

Head of Finance (C, YP & E)

Head of Estates, Asset Management & Facilities

Head of Legal Services Social Care & Education Law (Deputy MO)

Head of Finance (Corporate & Treasury Management)

Head of Legal Services Litigation & Corporate Law (DPO & Deputy MO)

Head of Payments, Revenues, Benefits & Debt

Head of Capital Delivery

Head of Legal Services Commercial & Property Law

Head of Democratic Services & Scrutiny (Deputy MO)

*Adult Social Care & Health
Directorate*

Corporate Director
Adult Social Care & Health
(DASS & Caldicott Guardian)

Director of Adult Social
Care Operations
(Deputy DASS)

Director of Adult
Social Care Policy &
Improvement

Head of Community
Equipment Service

Head of Business & Service
Compliance

Head of 18-65 Disability
Services

Head of Provider
Services

Head of Improvement

Head of Safeguarding
& Quality Assurance

Head of Localities

Head of Integrated
Contracts & Performance
(CCG Paid)

Life Services
(CCG Paid)

Principal Social Worker
& Head of Adult
Mental Health &
Substance Misuse

Deputy Director
One Croydon PMO
(CCG paid)

Children, Young People & Education Directorate

Corporate Director
Children, Young People & Education
(DCS & Caldicott Guardian)

Director of Children's
Social Care

Principal Social Worker &
Head of Clinical Practice &
Workforce Development

Head of Advice Support &
Intervention, YOS and
Adolescent Services

Head of Social Work with
Families & Children with
Disabilities 0 -17 Services

Head of Social Work with
Children Looked After &
Care Leavers

Director of Education

Head of Commissioning &
Services to Schools

Head of Access to
Education

Head of Early Years, School
Place Planning &
Admissions

Head of 0-25 Special
Educational Needs Service

Director of Quality,
Policy & Performance
Improvement
(Deputy DCS)

Head of Child Protection &
Review

Head of Performance and
Business Intelligence

*Housing
Directorate*

Corporate Director
Housing

Director of Housing, -
Estates and
Improvement

Head of
Policy & Performance

Director of Housing –
Resident Engagement
& Allocations

Head of Responsive
Repairs, Planned
Maintenance & Safety

Head of
Allocations, Lettings &
Income Collection

Head of Housing Service
Planning & Delivery

Head of
Homelessness &
Assessments

Head of Tenancy &
Resident Engagement

*Sustainable Communities,
Regeneration & Economic
Recovery
Directorate*

Corporate Director
Sustainable Communities,
Regeneration &
Economic Recovery

Director of Planning &
Sustainable
Regeneration

Director of
Culture & Community
Safety

Director of Sustainable
Communities

Head of Spatial Planning

Head of
Culture, Leisure & Libraries

Head of Environment
Services & Sustainable
Neighbourhoods

Head of Strategic
Transport

Head of
Music & Arts

Head of Highways &
Parking Services

Head of Building Control

Head of Development
Management

Head of Environmental
Health, Trading
Standards & Licensing

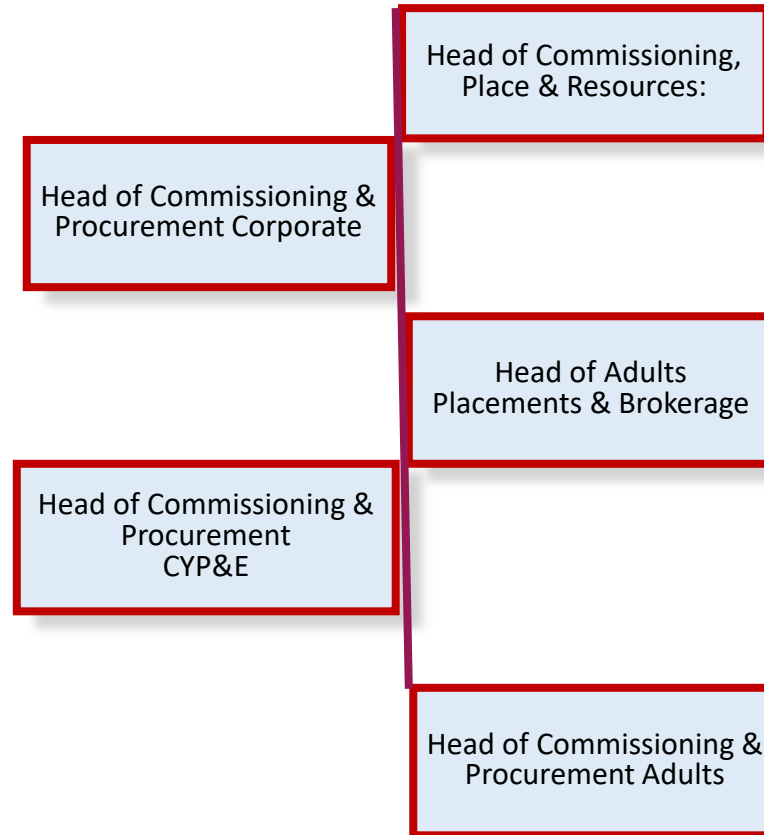
Head of Employment,
Skills & Economic
Development

Head of Growth &
Regeneration

Violence Reduction Network

Head of Independent
Travel

Commissioning & Procurement staffing – under separate review that is intended to conclude at the go-live point of the new structure and the new versions of these posts will be assimilated into the structure at that time



Equality Analysis Guidance

What is an Equality Analysis?

An equality analysis is a process the council uses to evidence and make informed decisions to determine if a proposed change is likely to have an impact on people who belong to a protected group(s) if implemented. Croydon Council have a legal duty to consider equality in decision making to prevent discrimination and to advance equality of opportunity for all. The Equality Act 2010 provides protection on the grounds of: gender, age, disability, race, religion or belief, sexual orientation, marriage or civil partnership, gender reassignment or pregnancy and maternity (characteristics).

1	On the 'Data' Tab': Please update the worksheet with relevant data taken from the Corporate (Council wide) and Departmental diversity profile of staff by protected characteristics. This analysis is produced annually and refers to preceding financial year (1st April - 31 March).
2	When analysing the data, please take into consideration:
	(a) Reporting limitations - e.g. reporting on pregnancy that is separate from maternity is not possible within current reporting protocols.
	(b) Reliability of data - Although an employee data audit is conducted annually, non-disclosure rates for certain protected characteristics remain high and with that the reliability of any statistical analysis is compromised.
	(c) Non-disclosure of information - There are high levels of non-disclosure across the organisation in multiple categories - see the 'Non-Disclosure/Not Specified' tables within the Corporate/Departmental data.
3	On the 'Analysis Tab': For each of the protected characteristics please record and evidence your conclusions around the impact in relation to the equality data and the change proposal i.e. please explain the effect the proposal would have on different groups, given the equality data of staff in scope and the organisational and departmental equality profile.
4	On the 'Analysis Tab': No specific data should be quoted if individual staff can be identified due to small pool of staff analysed. In such circumstances, there must be a standard comment of <i>"HR have reviewed the equality data and have not identified any adverse impact. However specific figures cannot be disclosed due to the risk of individual staff being identifiable"</i> .

APPENDIX E		EQUALITY ANALYSIS (EA) FORM		
Restructure/Reorganisation Title				
Croydon Renewal Plan: Tier 1 - 3 restructure		Comparison Data		
EA Completed By (Name, Job Title)		Council Profile -		
Maxine Benjamin, HR Policy and Equality Manager		Directly employed staff (period/total headcount)		
	No. of staff in Tier 1 - 3	% of staff in Tier 1 - 3	At 30/11/20	3,496
Total Staff In Scope		98		

FTE			Unit	% of workforce
Full Time	93	94.90%	2,887	82.58%
Part Time	5	5.10%	609	17.42%
Grand Total	98	100.00%	3,496	100%

Gender			Unit	% of workforce
Female	58	59.18%	2,339	66.91%
Male	40	40.82%	1,157	33.09%
Grand Total	98	100.00%	3,496	100%

Age			Unit	% of workforce
< 18	0	0.00%	2	0.06%
18 - 24	0	0.00%	65	1.86%
25 - 34	0	0.00%	587	16.79%
35 - 44	23	23.47%	858	24.54%
45 - 54	42	42.86%	960	27.46%
55 - 64	31	31.63%	894	25.57%
65 +	2	2.04%	130	3.72%
Grand Total	98	100.00%	3,496	100%

Disability			Unit	% of workforce
Not disabled	56	57.14%	2,085	59.64%
Prefer not to say	2	2.04%	44	1.26%
Disabled	8	8.16%	221	6.32%
*Not specified/Unknown	32	32.65%	1,146	32.78%
Grand Total	98	100.00%	3,496	100%

Race/Ethnicity (BAME)			Unit	% of workforce
Asian or Asian British - Any other Asian background	1	1.02%	44	1.26%
Asian or Asian British - Bangladeshi	2	2.04%	16	0.46%
Asian or Asian British - Chinese	0	0.00%	7	0.20%
Asian or Asian British - Indian	1	1.02%	87	2.49%
Asian or Asian British - Pakistani	0	0.00%	27	0.77%
Black or Black British - African	2	2.04%	257	7.35%
Black or Black British - Any other Black background	2	2.04%	53	1.52%
Black or Black British - Caribbean	5	5.10%	383	10.96%
Mixed - Any other mixed background	0	0.00%	53	1.52%
Mixed - White and Asian	2	2.04%	27	0.77%
Mixed - White and Black African	2	2.04%	10	0.29%
Mixed - White and Black Caribbean	2	2.04%	48	1.37%
Other - Arab	0	0.00%	2	0.06%
Any Other	1	1.02%	91	2.60%
Grand Total	20	20.41%	1,105	32%

Race/Ethnicity (Non-BAME)			Unit	% of workforce
White - Any other White background	4	4.08%	120	3.43%
White - English/Welsh/Scottish/Northern Irish/British	46	46.94%	1,099	31.44%
White - Gypsy or Irish Traveller	0	0.00%	2	0.06%
White - Irish	2	2.04%	41	1.17%
Grand Total	52	53.06%	1,262	36%

Race/Ethnicity (Prefer not to say/No Info)			Unit	% of workforce
Prefer not to say	1	1.02%	25	0.72%
*Not specified/Unknown	25	25.51%	1104	31.58%
Grand Total	26	26.53%	1,129	32%

Race/Ethnicity (Total Response Overview)			Unit	% of workforce
Yes - Total Ethnicity Data Response	72	73.47%	2,367	67.71%
No - Total Ethnicity Data Response	26	26.53%	1,129	32.29%
Grand Total	98	100.00%	3,496	100%

Religion or Belief			Unit	% of workforce
Buddhist	0	0.00%	16	0.46%
Christian	36	36.73%	1189	34.01%
Hindu	0	0.00%	59	1.69%
Jewish	0	0.00%	6	0.17%
Muslim	3	3.06%	94	2.69%
Sikh	0	0.00%	12	0.34%
Other	1	1.02%	83	2.37%
No religion	21	21.43%	571	16.33%
Prefer not to say	7	7.14%	270	7.72%
*Not specified/Unknown	30	30.61%	1,196	34.21%
Grand Total	98	100.00%	3,496	100%

Sexual Orientation			Unit	% of workforce
Bi-sexual	0	0.00%	25	0.72%
Heterosexual/Straight	58	59.18%	1,836	52.52%
Homosexual/Gay Man	1	1.02%	32	0.92%
Homosexual/Lesbian Woman	0	0.00%	20	0.57%
Other	0	0.00%	39	1.12%
Prefer not to say	8	8.16%	324	9.27%
*Not specified/Unknown	31	31.63%	1220	34.90%
Grand Total	98	100.00%	3,496	100%

Marriage or Civil Partnership			Unit	% of workforce
Divorced/Dissolved Civil Partnership	3	3.06%	115	3.29%
In a registered civil partnership	0	0.00%	8	0.23%
Married	40	40.82%	702	20.08%
Never married and never had a civil partnership	7	7.14%	453	12.96%
Separated, but still legally married/in a civil partnership	1	1.02%	25	0.72%
Widowed	1	1.02%	9	0.26%
Prefer not to say	0	0.00%	45	1.29%
*Not specified/Unknown	46	46.94%	2,139	61.18%
Grand Total	98	100.00%	3,496	100%

Gender Reassignment			Unit	% of workforce
Yes - Gender identity the same as the gender assigned at birth	46	46.94%	1,453	41.56%
No - Gender identity not the same as the gender assigned at birth	0	0.00%	12	0.34%
Prefer not to say	2	2.04%	25	0.72%
*Not specified/Unknown	50	51.02%	2,006	57.38%
Grand Total	98	100.00%	3,496	100%

Pregnancy and Maternity			Unit	% of workforce
Maternity	0	0.00%	43	1.23%
Non-maternity	98	100.00%	3,453	98.77%
Grand Total	98	100.00%	3,496	100%

Non-Disclosure/Not Specified Overview		Unit (Occurrences) *
Protected Characteristics:		
Disability		1,146
Race/Ethnicity		1,104
Religion or Belief		1,196
Sexual Orientation		1,220
Marriage or Civil Partnership		2,139
Gender Reassignment		2,006

* Unit refers to the number of occasions only, as opposed to number of employees as the incident of non-disclosure could be by the same employee across the characteristics.

#	Equality Analysis - Questions to Consider	Comments
Data		
Q.1	Are there any gaps in the available data which may adversely affect the accuracy of the impact assessment on any protected group? <i>e.g. high non disclosure rates, comparator data is as at 31st March etc.</i>	Currently staff within Tiers 1 - 3 have moderate levels of non-disclosure. The lowest level of non disclosure is ethnicity (27%) and the highest level is gender re-assignment (51%). All non-disclosure rates for the staff in scope are lower than the council's workforce non-disclosure rates but given that several non-disclosure rates for the group in scope are over 30% (including disability, religion, sexual orientation) - there may be less reliability for any conclusions drawn from equality analysis.
Q.2	If limited data is available, have steps been considered to fill the information gaps via additional data gathering exercises <i>e.g. conducting targeted surveys with the affected staff group</i> .	Currently communication has been done via the intranet about the importance of sharing data including linking this to equality analysis and restructures. Targeted communication is also being made to departments where equality data is particularly low such as Children's, Families and Education.
Q.3	Does the proposed change relate to a service area where there are known or potential equality issues?	As this restructure covers the top 3 tiers of the council it is apparent that the levels of BAME representation for this group is lower for this group (20%) than corporately (32%). Also the level of women within scope (59%) is also lower than corporate representation.
Q.4	Does the proposed change relate to a service area where there are already local or national equality indicators?	Similarly to other councils leadership teams the staff in scope comprise of a majority of white groups (53%) and the majority of staff aged over 45 (75%)
Q.5	Is any particular group over-represented and if so is there a context or specific reasons for this ? <i>e.g. a National trend for the occupational group.</i>	As above with trends.
Q.6	Are there any measures that could be undertaken to mitigate the change disproportionately affecting specific groups? <i>e.g. entirely amending the group affected, changing the selection process.</i>	The process of meaningful consultation, which may alter proposals in some way and recording and mapping changes to the resource plans will assist.
PESTLE		
Q.7	Are there any political, economic, sociological, technological, legal or environmental (PESTLE) factors that might shape the EIA outcomes and which may need to be considered?	Yes - UK economy significantly affected post COVID-19. Significant economic decline and potential for recession will impact on job market and potential reticence to take VR; Ongoing pandemic and current 3rd lockdown in London with high covid 19 infection rates; Disproportionate impact on BAME people being adversely affected by COVID-19. The Black Lives Matter campaign has raised the profile of disproportionality and fairness and makes us more resolute to drive and accelerate the action outlined in our workforce and equalities strategy. Also the council's financial situation and issuing of Section 114 letter as the council is unable to balance its budget is a significant motivator for our Croydon Renewal Plan.
Public Sector Equality Duty		
Q.8	Is the proposed change likely to help or hinder the Council in advancing equality of opportunity between people who belong to protected characteristic groups?	The identification of savings sought in the Croydon Renewal Plan in response to the council's issuing of Section 114 notification and the inability to balance the council budget has been a driving force. The planned comprehensive and meaningful consultation process will reflect fully the views of our workforce and will shape final proposals.

Q.9	Is the proposed change likely to help or hinder the Council in eliminating unlawful discrimination, harassment and victimisation?	See above
Q.10	Is the proposed change likely to help or hinder the Council in fostering good relations between people who belong to protected characteristic groups?	See above
Alternative Proposals		
Q.11	If it is assessed that it is likely that the proposal will have a highly adverse impact on a particular group and actions cannot be identified which would mitigate or reduce the impact, has an alternative way of delivering the change (which has less of an adverse impact) been considered?	This is the purpose of the consultation process which may alter proposals in some way and recording and mapping changes to the resource plans will assist.
Q.12	Are alternative proposals evidenced in the business case/consultation paper?	This is the purpose of the consultation process which may alter proposals in some way and recording and mapping changes to the resource plans will assist.
Q.13	If an alternative proposal is not viable, has the rationale for this been explained in the business case/consultation paper?	N/A
Consultation Process		
Q.14	Is the timing of the selection process likely to be difficult for some employees? <i>e.g. during Ramadan for Muslim staff, during the school summer holidays.</i>	Yes - as Christmas Holiday was included but consultation process has been extended longer to take this into account so will run from 9th December - 29th January 2021 and may be extended further.
Q.15	Has a process been put in place to consider any reasonable adjustments to the selection process, if necessary?	Yes - there is a potential to extend the consultation period if required.

PESTLE		
Q.7	Are there any political, economic, sociological, technological, legal or environmental (PESTLE) factors that might shape the EIA outcomes and which may need to be considered?	Yes - UK economy significantly affected post COVID-19. Significant economic decline and potential for recession will impact on job market and potential reticence to take VR; Ongoing pandemic and current 3rd lockdown in London with high covid 19 infection rates; Disproportionate impact on BAME people being adversely affected by COVID-19. The Black Lives Matter campaign has raised the profile of disproportionality and fairness and makes us more resolute to drive and accelerate the action outlined in our workforce and equalities strategy. Also the council's financial situation and issuing of Section 114 letter as the council is unable to balance its budget is a significant motivator for our Croydon Renewal Plan.
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Q.9	Is the proposed change likely to help or hinder the Council in eliminating unlawful discrimination, harassment and victimisation?	See above
Q.10	Is the proposed change likely to help or hinder the Council in fostering good relations between people who belong to protected characteristic groups?	See above
Alternative Proposals		
Q.11	If it is assessed that it is likely that the proposal will have a highly adverse impact on a particular group and actions cannot be identified which would mitigate or reduce the impact, has an alternative way of delivering the change (which has less of an adverse impact) been considered?	This is the purpose of the consultation process which may alter proposals in some way and recording and mapping changes to the resource plans will assist.
Q.12	Are alternative proposals evidenced in the business case/consultation paper?	This is the purpose of the consultation process which may alter proposals in some way and recording and mapping changes to the resource plans will assist.
Q.13	If an alternative proposal is not viable, has the rationale for this been explained in the business case/consultation paper?	N/A
Consultation Process		
Q.14	Is the timing of the selection process likely to be difficult for some employees? <i>e.g. during Ramadan for Muslim staff, during the school summer holidays.</i>	Yes - as Christmas Holiday was included but consultation process has been extended longer to take this into account so will run from 9th December - 29th January 2021 and may be extended further.
Q.15	Has a process been put in place to consider any reasonable adjustments to the selection process, if necessary?	Yes - there is a potential to extend the consultation period if required.

Equality Analysis	For each of the protected characteristics, please explain the effect the proposal would have on different groups given the equality data of staff in scope, by:	
	a)	Explaining the findings of the data analysis and the evidence used to support the conclusion of b).
	b)	Stating whether the proposed change will have a disproportionate/adverse impact on any particular group and to what degree (severity) given the evidence?
EXAMPLE	a)	73% of staff in the structure are female and of those 'at risk' 80% are female however this is within with the wider workforce profile of HWA where 71.71% of staff were female, as of 31st March 2020. Corporately, 66.21% of the Council workforce were female as of 31st March 2020.
	b)	Whilst it may initially appear disproportionate that 80% of staff 'at risk' are female, this is within the context of the wider workforce profile where the female population significantly exceeds males at a corporate (66.21% : 33.79%) and departmental level (71.71% : 28.29%).
Gender	a)	59.18% of staff in scope are female and 40.82% are male. Corporately 66.91% of staff in the council are female and 33.09% are male as at 30/11/20.
	b)	Whilst it the rate of female staff in scope is higher than male staff, this is within the context of the wider workforce profile where female staff numbers exceeds male staff (66.91% v 33.09%). The level of male staff in scope (40.82%) is higher than the workforce representation (33.09%) which means the proposed change could have a slight adverse impact for male staff.
Age	a)	42.86% of staff in scope are in the age range of 45 -54 -this is the largest group. 31.63% of staff in scope are in the 55 - 64 age group and 23.47% of staff in scope are in the 35-44 age group.
	b)	The 45 -54 age group comprises 27.46% of the council workforce. This means that the this age group is disproportionately over-represented for staff in scope (42.86%) which may have a severe adverse impact on this age group. The 55 - 64 age group comprises 25.57% of staff in the workforce. Although this group is scope is still over-represented (31.63%) there may be less of an adverse impact. The 35 -44 age group comprised 24.54% of the workforce which is similar to the proportion that they make up of the group in scope (23.47%) - therefore no adverse impact can be inferred.
Disability	a)	8.16% of staff in scope have declared a disability. 57.14% of staff in scope have declared that they are not disabled. The level of non-disclosures for staff in scope for disability is 32.65%.
	b)	The level of declared disability within the council workforce is 6.32%. This means that as the level of declared disability for staff in scope is higher (8.16%) and it could be inferred that there may be some adverse impact for disabled staff in scope. The levels of non-disclosure are similar for staff in scope compared to the council workforce (32.65% v 32.78%). However as non-disclosure is over 30% the reliability of figures may be queried which may make it difficult to draw firm adverse impact conclusions.
Race	a)	20.41% if staff in scope are declared BAME. Of these Mixed - White/Asian; Mixed- White/Black Caribbean and Mixed - White/Black African groups each comprise 2.04%. Within the Croydon council workforce, BAME comprises 32% and mixed groups comprise 0.77%; 0.29% and 1.39% respectively. White groups comprise 53.06% of staff in scope compared to 36% of white groups in the council workforce. Non-disclosure rates for staff in scope is 26.55% compared 32% for the council workforce.
	b)	The level of white group in scope (53%) is considerably higher than their council workforce representation (36%). This means that this group may be adversely impacted by this change. Mixed race groups are also more highly represented within staff in scope (2.04%) compared to their workforce profile (0.77%;0.29%;1.39%) so they may also be adversely impacted. Asian British /Bangladeshi are also more impacted within staff in scope (2.04%) compared to their workforce profile (0.46%) so may also be impacted adversely. The levels of non-disclosure for the group in scope (26.55%) is lower than the council workforce (32%)
Religion or Belief	a)	36.73% of staff in scope have declared they are Christian - this is the largest group. 21.43% of staff have declared they have no religion which is the second largest group in scope. This compares to the Croydon workforce profile in which Christians are also the largest group (34.01%) with the second largest group being 'no religion' - 16.33%. Non-disclosure rates for staff in scope is 30.61% which is lower than the council workforce (34.21%).
	b)	The representation of Christians in scope (36.73%) is slightly higher than their workforce representation (34.01%). Staff who have declared 'no religion' comprise 21.43% of staff in scope which is also higher than their workforce representation (16.33%). This means there may be adverse impact for these religious groups. However the non-disclosure rates for staff in scope (30.61%) and the council workforce (34.21%) are moderately high which may make these figures unreliable and difficult to judge impact.
Sexual Orientation	a)	1.02% of staff in scope have declared they are LGBT. 59.18% of staff have declared they are heterosexual/straight. This compares to 4% of staff in the council workforce who have declared they are LGBT and 52.52% of staff who have declared they are heterosexual/straight. The level of non-disclosure for sexual orientation is 31.63% for staff in scope compared to 34.90% for staff in the council workforce
	b)	As the level of LGBT staff in scope is very low, there is no adverse impact on this group from the change. Heterosexual staff representation in scope is higher (59.18%) compared to the council workforce (52.52%). However levels of non-disclosure are over 30% for staff in scope as well as in the council workforce so it may be difficult to draw any adverse conclusions.
Marriage or Civil Partnership	a)	40.82% of staff in scope have declared that they are married which compares to 20.08% of staff within the council workforce. This is the largest group within this category. 'Never married' comprises the second largest group in scope which is 7.14% compared to the council representation of 12.16%. However non-disclosure is 46.94% for staff in scope and 61.18% for staff within the council workforce.
	b)	As levels of non-disclosure for marital status is very high for staff in scope (46.94%) and also for the council workforce (61.18%), it is difficult to draw any adverse conclusion for these figures.
Gender Reassignment	a)	46.94% of staff in scope have declared that their gender is the same as was assigned at birth. This compares to 41.56% of staff within the council workforce. No staff in scope have declared their gender is not the same as assigned at birth. Non -disclosure rates are very high for this category - 51.02% for staff in scope and 57.38% for staff within the council.
	b)	As levels of non-disclosure for gender re-assignment is very high for staff in scope (51.02%) and also for the council workforce (57.38%), it is difficult to draw any adverse conclusion for these figures.
Pregnancy and Maternity	a)	No staff in scope are on maternity leave.
	b)	No adverse impact can be inferred as no staff are on maternity leave.

Action Plan	Mitigating Action	Action Owner	Indicative Completion Date
	A further equality analysis should be done to assess the impact on staff who may be at risk of compulsory redundancy	Maxine Benjamin	At end of further consultation after redeployment (July/Aug 2021)
	Disabled staff should be offered any reasonable adjustments that are necessary for the consultation process and also assistance with any selection or redeployment opportunities	HR Consultancy	February - July 2021

<p>Based on the analysis above, please detail the key actions which can be taken to remove or mitigate any adverse impact.</p>	<p>A disproportionate impact may be seen on male staff; staff in the 45 - 54 age group and 55- 64 age group; disabled staff; white groups; mixed race groups; Asian Bangladeshi group; This will be monitored once equality analysis has been re-run to better assess impact</p>	<p>Maxine Benjamin</p>	<p>Jul-21</p>
	<p>A key enhancement in the structure has been to create a division of Service Quality, Improvement and Inclusion as it was recognised that there needed to be more focus on equality and inclusion, as not enough progress is being made. Discussions with key external advisers on race and equality led to the design of this function. This division will own the council's equality policy and strategy and will also be charged with refreshing the council's vision and values through a wide ranging staff engagement process.</p>	<p>Katherine Kerswell</p>	<p>Jun-21</p>

Future Review & Monitoring

Please outline when the impact of the change will be reviewed and monitored, post its implementation.

Another equality analysis will be done in March to assess the impact of voluntary redundancies an compulsory redundancy planning.

EA Conclusion

Based on the equality analysis outlined above, select the relevant decision statement in line with the definition and the Equality Act 2010 Public Sector duty .

<input checked="" type="checkbox"/>	Decision	Definition
<input type="checkbox"/>	No major change	We will not make any major amendments to the proposed change because it already includes all appropriate actions i.e. the assessment shows that there is no potential for discrimination, harassment or victimisation and that the proposed change includes all appropriate actions to advance equality and foster good relations between protected groups.
<input type="checkbox"/>	Adjust the proposed change	We will adjust the proposed change because we have identified opportunities to lessen the impact of discrimination, harassment or victimisation; better advance equality and foster good relations between protected groups through the proposed change. We are going to take actions to make sure these opportunities are realised.
<input checked="" type="checkbox"/>	Continue the proposed change	We will continue with the proposed change, despite potential for adverse impact or opportunities to lessen the impact of discrimination, harassment or victimisation; better advance equality and foster good relations between protected groups through the change. <u>However</u> we are not planning to implement them as we are satisfied that the proposal will not lead to unlawful discrimination and there are justifiable reasons to continue as planned.
<input type="checkbox"/>	Stop or significantly amend the proposed change	The proposed change will be stopped or significantly amended because going ahead with the proposal would have adverse effects on one or more protected groups, which could lead to unlawful discrimination. There are no justifiable reasons to proceed and the adverse impact cannot be mitigated.

Authorisation

	Name	Job Title	Date
HR Lead:	Maxine Benjamin	HR Policy and Equality Manager	03/02/21
Director [Department]:	Sue Moorman	HR Director	16/06/21
Equalities Lead:	Yvonne Okiyo	Equalities Manager	04/02/21

CROYDON COUNCIL - Job Description

Job title: Assistant Chief Executive	Service Area: Assistant Chief Executive	
Directorate: Assistant Chief Executive	Post Number From Oracle	Evaluation Number: From JE system
Grade: 4	Date issued: June 2021 FINAL	

Croydon Council's priorities

We will live within our means, balance the books and provide value for money for our residents.

We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.

We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.

To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand

Croydon Council's new ways of working

We will practise 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.

Overall purpose of role

As a member of the council's corporate management team, the **Assistant Chief Executive** will work collaboratively with other corporate directors and the chief executive to deliver the Croydon Renewal Improvement Plan, the council's priorities and ways of working and a financially sustainable budget by March 2024.

The **Assistant Chief Executive** will directly lead and manage a portfolio of services and promote the corporate competencies and values through day-to-day leadership and managerial behaviours.

The **Assistant Chief Executive** will provide high quality professional advice to the Leader and Cabinet, the Scrutiny and Overview Committee, the Ethics Committee, the General Purposes and Audit Committee and any other council or external bodies on all matters related to the assistant chief executive directorate services.

Reports to: chief executive

Responsible for: public health, digital and information and communication technology services, resident access, registrar & bereavement services, access to information, (FOI, SAR and GDPR), corporate complaints and local government ombudsman and information commissioner liaison, information team, human resources, elections, support to the Mayor's office, support to the Coroner's service, corporate policy development, business intelligence, performance management, programme and project management, resilience, business continuity and emergency planning, equality, diversity and inclusion, service quality and productivity improvement, internal and external communications and engagement, human resources, organisational development and learning and support to the Leader and Cabinet.

Job context:

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.

The post holder has line management responsibility for 5 direct reports, overall responsibility for all staff in the directorate and is accountable and responsible for all assistant chief executive directorate services delivered.

The post holder is accountable for the assistant chief executive directorate services £ XXm budget and will deliver services and the associated savings programme and transformation projects within that budget envelope.

The post holder will ensure the financial probity and competence of financial management across assistant chief executive directorate services and that effective arrangements are in place to meet legislative and statutory requirements in relation to financial management and internal control.

The post holder is jointly accountable with the corporate management team for the delivery of the council's equality strategy 2021-2024 and action plan and will personally lead elements of it and champion it overall.

The post holder will 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 post holder will enable staff in the directorate to lead cross-council projects on issues as defined by Cabinet. A limited number of reviews per year will tackle complex priority issues and also enable new skills and experiences to be developed by staff to aid their future career development.

The post holder will participate in the council's emergency arrangements as an on-call member and will fully participate in gold and silver arrangements as required, which may require chairing the formal council meetings.

The postholder is required to deputise for the chief executive in the role of London local authority gold at a borough level as required.

The post holder will ensure that all relevant health & safety legislation and the council's health & safety requirements are reasonably complied with.

The post holder will be required to operate within the delegations from the chief executive and head of paid service and as detailed in the council's scheme of delegation of the council's constitution.

The post holder will be required to work some evenings, weekends and occasional public holidays in order to meet service requirements and to ensure appropriate representation of the council with residents, the Leader and Cabinet and all elected Members and external bodies.

This is a politically restricted post under the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990. The individual holding this post cannot have any active political role.

Politically restricted employees are prohibited from:

- standing for office as local councillors, MPs, MEPs, Members of the Welsh Assembly or Members of the Scottish Parliament,
- canvassing on behalf of a political party or a person who is, or seeks to be, a candidate, and
- speaking to the public at large or publishing any written or artistic work that could give the impression of advocating support for a political party.

Accountabilities – Assistant Chief Executive

To lead and manage the directorate, ensuring the provision of high quality services and in particular support the delivery of the Croydon Renewal Improvement Plan and provide the business intelligence and programme and project management and assurance on the implementation of actions.

To support the chief executive and the rest of the corporate management team in driving the delivery of the Croydon Renewal Improvement Plan and the comprehensive and necessary improvements to the way the council functions.

To be responsible for the delivery of and the performance of statutorily defined local authority functions relating to assistant chief executive directorate services and ensuring that effective systems are in place for discharging these functions as appropriate.

To be the responsible and accountable officer for the development of council policies for digital, resident access, information access, human resources, communications, and other corporate policies and all other policy and strategies from the directorate's services and the provision of professional advice on all those matters; advising the Leader and Cabinet, the Scrutiny and Overview Committee, the General Purposes and Audit Committee, the Ethics Committee, all Members, the chief executive, the corporate management team and others to enable the discharge of functions in an effective and efficient way, and to display the highest standards of ethical governance.

To ensure the effective delivery of the decisions to fund voluntary sector bodies and maintain a positive relationship with the sector, working closely with the commissioning services of the council in terms of the contractual arrangements for the delivery of services by the voluntary sector.

To lead the community engagement function for the Borough, including supporting the work of the Local Strategic Partnership (LSP) and related partnerships. Provide support for the SWL Board and other London Council's, Government and LGA bodies the council is involved with.

To ensure the delivery of an effective business intelligence and performance reporting service that supports the work of the corporate and directorate management teams and provides regular reports to Cabinet and Scrutiny and Overview Committee as appropriate.

Develop and implement a corporate / directorate service planning process that supports the delivery of the Croydon Renewal Improvement Plan.

To ensure an effective emergency plan and business continuity plan / resilience arrangement is in place and maintained to manage emergencies affecting the council and the borough during response and recovery phases

To support the Director of Public Health in fulfilling their statutory duty and ensuring they have impact and reach across all of the council's services.

To ensure an independent annual report on the health of the population of Croydon is delivered and support the statutory Director of Public Health in its production and advising members and partners effectively.

To ensure the design, adoption and delivery of digital services to enhance the resident experience of the council's services and create efficient and effective digital solutions designed, built and delivered around their needs.

To ensure the resilience of the technology infrastructure of the council and its cyber security.

To ensure an effective access service for residents to facilitate a more joined-up response to requests for services, complaints and member and MP casework and seek to continuously improve the resident experience.

To lead the access to information and complaints service ensuring the council becomes more open and transparent.

To be the lead liaison officer for the Local Government Ombudsman and Information Commissioner and ensures the council learns from complaints.

To ensure the provision of an effective registrar, bereavement and mortuary service.

To lead the equality, diversity and inclusion agenda for the council ensuring that the council's public sector equalities duty is fulfilled, the equality strategy is delivered, effective reporting on compliance is undertaken and is part of the council's suite of publically reported performance measures and that equality and inclusion is at the heart of the delivery of the Croydon Renewal Improvement Plan.

To empower the service quality and productivity resources in the directorate, ensuring cross council linkage of the heads of service focussed upon performance improvement and ensure organisational development and engagement activity underpins productivity improvement through effective staff engagement and the building of a truly inclusive organisation.

To ensure the delivery of a high performing external and internal communications and engagement function.

To ensure the provision of an efficient and effective human resources function, including policy, occupational health, employee relations, recruitment, finance service centre, workforce planning and performance metrics.

To be responsible for meeting the needs of the organisation in terms of the quality and sufficiency of HR support services provided by the directorate, measuring and monitoring user satisfaction with services and benchmarking against similar organisations.

To ensure the Council supports the South London Coroner's service consortium and HM Coroner effectively.

To ensure effective support to the Mayor of the London Borough of Croydon enabling them to fully conduct their duties as the first citizen of the borough.

To ensure the election service works closely with the chief executive as returning officer, and ensure effective planning and regulation compliance by the service including ensuring the electoral register for Croydon is maintained effectively, the organisation and conduct of local and parliamentary, elections

and by-elections in Croydon and other polls are delivered as required and continuously develop and improve the delivery of electoral functions.

Accountabilities (all corporate directors and service directors)

Tasks and accountabilities are intended to be a guide to the range and level of work expected of the post holder. This is not an exhaustive list of all tasks that may fall to the post holder and employees will be expected to carry out such other reasonable duties which may be required from time to time.

Strategy

To take a “one Council” approach to deliver more effective outcomes and at all times avoid a silo-ed, single directorate 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 ensure the council listens to and engages residents in the development of ideas, strategies and policies and that co-design and co-production approaches are implemented throughout the directorate.

To contribute fully to the development and implementation of all corporate strategies, the Croydon Renewal Improvement Plan and the council’s priorities and ways of working and to act as a project or programme senior responsible owner to lead and ensure the implementation of specific corporate projects as required.

To actively promote the council’s priorities and ways of working and the council’s leadership framework and values to ensure they are delivered throughout the organisation.

Service quality

To fulfil the best value duty requirements as established by the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which the directorate’s functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

Through personal example, commitment and clear action, valuing and celebrating the diversity of Croydon’s communities, ensuring an inclusive approach and equality of access and treatment in employment and service delivery.

To develop appropriate service quality measures, targets and outcomes for accountable assessment. To seek out more transparent accountability mechanisms for delivery in the directorate.

To maintain an up to date knowledge of relevant legislation as applicable to the directorate and to the overall council.

To build effective partnerships to harness public, private, voluntary sector and community resources that can help deliver the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To be the council's (officer level) lead representative in a number of partnerships.

To work collaboratively with the trade unions to improve services and solve problems in a coherent and integrated manner.

Performance

To lead and direct the services within the directorate in order to ensure that they deliver effective and efficient services, 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.

To lead, direct and uphold the internal control system that safeguards the residents' interest in the appropriate use of council resources and ensure the system is respected and complied with by all staff in the directorate.

To comply with the requirements of the Council's constitution and the relevant officer and other codes of conduct and ensure through personal leadership that staff in the directorate are familiar with, understand and comply with the requirements also.

To ensure the effective management of data and security of information received and used within the directorate, 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.

Resource management

To lead and direct an effective directorate management team.

To ensure that staff are informed, organised, performance managed, held to account and motivated to deliver high quality and cost effective services.

To uphold the mandatory financial regulations of the council and ensure that they are understood and complied with by the directorate's staff .

To plan and keep under review the services within the directorate to control the budgets within it, manage risk effectively and ensure accountability.

Leadership and Culture

To lead within the directorate and across the council, the change that is needed in order to ensure that adult social care services play their full part in achieving the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To act at all times in ways that create a fully inclusive workplace and operating culture, proactively seeking ways to ensure staff feel valued and that they all belong.

To seek ways to harness and fully develop the potential of staff working in the directorate and develop their talent.

To demonstrate through personal behaviour, active listening to staff and residents in ways that will help rebuild the relationship with the residents of Croydon and seeking out the resident voice to guide and advise the council in its' actions and decision making.

To model the behaviours required of all staff in terms of equality, ethical behaviour, empathy, effective governance, effective internal control, transparency, and openness.

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 stakeholders 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 stakeholders, 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.

CROYDON COUNCIL - Job Description

Job title: Corporate Director of Adult Social Care & Health (DASS & Caldicott Guardian)	Service Area: Adult Social Care & Health	
Directorate: Adult Social Care & Health	Post Number From Oracle	Evaluation Number: From JE system
Grade: 5	Date issued: June 2021 FINAL version	

Croydon Council's priorities

We will live within our means, balance the books and provide value for money for our residents.

We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.

We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.

To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand

Croydon Council's new ways of working

We will practise 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.

Overall purpose of role

As a member of the council's corporate management team, the **Corporate Director of Adult Social Care & Health** will work collaboratively with other corporate directors and the chief executive to deliver the Croydon Renewal Improvement Plan, the council's priorities and ways of working and a financially sustainable budget by March 2024.

The **Corporate Director of Adult Social Care & Health** will directly lead and manage a portfolio of adult social care & health services and promote the corporate competencies and values through day-to-day leadership and managerial behaviours.

The **Corporate Director of Adult Social Care & Health** will provide high quality professional advice to the Leader and Cabinet, the Scrutiny and Overview Committee, the Health and Well-Being Board and any other external bodies on all matters related to the adult social care functions of the council.

Reports to: chief executive

Responsible for: adult social care operations including the transition of post 18 services to young people with disabilities, adult social care improvement, the localities model of adult social care provision with health and the integration of adult social care services within the One Croydon Alliance. Following the commissioning and procurement review it is likely that commissioning resources will be placed in this directorate.

Job context:

The post holder holds the statutory post of Director of Adult Social Services (DASS) in accordance with the Local Authority Social Services Act 1970 Section 7 and the May 2006 Guidance on the Statutory Chief Officer Post of the Director of Adult Social Services from the Department of Health.

This post holder is an office holder under the Safeguarding Vulnerable Groups Act 2006 and will be engaged in regulated activity by virtue of undertaking the role and will come within the scope of the Disclosure and Barring Service.

This post holder has responsibility for the local authority functions related to the safeguarding of vulnerable adults and will ensure that all vulnerable adults will have their social care needs met in line with the requirements of the Care Act 2014, Mental Health Act 1983, the Mental Capacity Act 2005 and any other relevant legislation.

This post holder is designated as the Caldicott Guardian (Department of Health Local Authority Circular (2002)2) and will ensure that the personal information about those who use adult social services is used legally, ethically and

appropriately, and that confidentiality is maintained. The Caldicott Guardian acts as “the conscience of the organisation” and ensures the impartiality and independence of their advice.

The post holder will work as part of a broader information governance cross council function and will have a direct relationship with the Chief Information Officer (CIO) and Senior Information Risk Officer (SIRO).

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.

The post holder has line management responsibility for 2 direct reports, overall responsibility for all staff in the directorate and is accountable and responsible for all adult social care services delivered.

The post holder is accountable for the adult social care £ XXm budget and will deliver services and the associated savings programme and transformation projects within that budget envelope.

The post holder will ensure the financial probity and competence of financial management across the adult social care service and that effective arrangements are in place to meet legislative and statutory requirements in relation to financial management and internal control.

The post holder is jointly accountable with the corporate management team for the delivery of the council's equality strategy 2021-2024 and action plan and will personally lead elements of it and champion it overall.

The post holder will 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 post holder will enable staff in the directorate to lead cross-council projects on issues as defined by Cabinet. A limited number of reviews per year will tackle complex priority issues and also enable new skills and experiences to be developed by staff to aid their future career development.

The post holder will participate in the council's emergency arrangements as an on-call member and will fully participate in gold and silver arrangements as required, which may require chairing the formal council meetings.

The postholder is required to deputise for the chief executive in the role of London local authority gold at a borough level as required.

The post holder will ensure that all relevant health & safety legislation and the council's health & safety requirements are reasonably complied with.

The post holder will be required to operate within the delegations from the chief executive and head of paid service and as detailed in the council's scheme of delegation of the council's constitution.

The post holder will be required to work some evenings, weekends and occasional public holidays in order to meet service requirements and to ensure appropriate representation of the council with residents, the Leader and Cabinet and all elected Members and external bodies.

This is a politically restricted post under the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990. The individual holding this post cannot have any active political role.

Politically restricted employees are prohibited from:

- standing for office as local councillors, MPs, MEPs, Members of the Welsh Assembly or Members of the Scottish Parliament,

- canvassing on behalf of a political party or a person who is, or seeks to be, a candidate, and
- speaking to the public at large or publishing any written or artistic work that could give the impression of advocating support for a political party.

Accountabilities – Corporate Director of Adult Social Care & Health

To lead and manage the directorate, ensuring the provision of high quality, personalised adult social care that focuses on the needs of vulnerable adults and those with disabilities promoting personal control, self-direction, dignity independence and quality of life.

To be responsible for the delivery of and the performance of statutorily defined local authority functions relating to adult social care with particular regard to the Care Act 2014 and ensuring that effective systems and commissioning arrangements are in place for discharging these functions working with the voluntary sector and other providers as appropriate.

To ensure that adult safeguarding is a council priority, through effective performance monitoring and management within the directorate and through communication and engagement across the council and within multi agency arrangements and that there are clearly communicated and effective safeguarding arrangements to protect adults and carers from harm.

To ensure the wider responsibilities of ensuring information on care and support is available to all residents and their families to ensure they can make informed decisions regardless who is paying for their care and support.

To ensure the council carries out appropriate assessments of anyone who appears to require care and support, regardless of their likely eligibility for state-funded care and focus the assessment on the person's needs and how they impact on their wellbeing, and the outcomes they want to achieve.

To ensure that an appropriate system of care and support is available in the borough and will take action to prevent market failure.

To work with the One Croydon Alliance and other NHS providers to enable integration of community health services and adult social care provision on a geographic localities model to deliver better outcomes and value for money.

To ensure the provision of high quality adult mental health social care services and assure professional standards are fully maintained in processes and practice relating to deprivation of liberty safeguards and mental capacity assessments.

The post holder will work with the Corporate Director for Children, Young People and Education and deliver a seamless transition to adult social care services for disabled young people from the age of 18.

To be the responsible and accountable officer for the development of adult social care policy and strategies and the provision of professional advice on all matters relating to adult social care; advising the Leader and Cabinet, the Scrutiny and Overview Committee, all Members, the chief executive, the corporate management team and others to enable the discharge of functions in an effective and efficient way, and to display the highest standards of ethical governance.

To ensure that the requirements of legislation and relevant statutory obligations and guidance affecting adult social care are identified and implemented, including appropriate staff training.

To work closely with the Director of Human Resources to ensure effective and focused workforce planning and development.

Following the commissioning and procurement review it is likely that commissioning resources will be placed in this directorate.

To work with a range of partners at a strategic level contributing to the effectiveness of the Health and Wellbeing Board, the Local Safeguarding Adults Board and any other relevant bodies.

Accountabilities (all corporate directors and service directors)

Tasks and accountabilities are intended to be a guide to the range and level of work expected of the post holder. This is not an exhaustive list of all tasks that may fall to the post holder and employees will be expected to carry out such other reasonable duties which may be required from time to time.

Strategy

To take a “one Council” approach to deliver more effective outcomes and at all times avoid a silo-ed, single directorate 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 ensure the council listens to and engages residents in the development of ideas, strategies and policies and that co-design and co-production approaches are implemented throughout the directorate.

To contribute fully to the development and implementation of all corporate strategies, the Croydon Renewal Improvement Plan and the council’s priorities and ways of working and to act as a project or programme senior responsible owner to lead and ensure the implementation of specific corporate projects as required.

To actively promote the council's priorities and ways of working and the council's leadership framework and values to ensure they are delivered throughout the organisation.

Service quality

To fulfil the best value duty requirements as established by the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which the directorate's functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

Through personal example, commitment and clear action, valuing and celebrating the diversity of Croydon's communities, ensuring an inclusive approach and equality of access and treatment in employment and service delivery.

To develop appropriate service quality measures, targets and outcomes for accountable assessment. To seek out more transparent accountability mechanisms for delivery in the directorate.

To maintain an up to date knowledge of relevant legislation as applicable to the directorate and to the overall council.

To build effective partnerships to harness public, private, voluntary sector and community resources that can help deliver the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To be the council's (officer level) lead representative in a number of partnerships.

To work collaboratively with the trade unions to improve services and solve problems in a coherent and integrated manner.

Performance

To lead and direct the services within the directorate in order to ensure that they deliver effective and efficient services, 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.

To lead, direct and uphold the internal control system that safeguards the residents' interest in the appropriate use of council resources and ensure the system is respected and complied with by all staff in the directorate.

To comply with the requirements of the Council's constitution and the relevant officer and other codes of conduct and ensure through personal leadership that staff in the directorate are familiar with, understand and comply with the requirements also.

To ensure the effective management of data and security of information received and used within the directorate, 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.

Resource management

To lead and direct an effective directorate management team.

To ensure that staff are informed, organised, performance managed, held to account and motivated to deliver high quality and cost effective services.

To uphold the mandatory financial regulations of the council and ensure that they are understood and complied with by the directorate's staff .

To plan and keep under review the services within the directorate to control the budgets within it, manage risk effectively and ensure accountability.

Leadership and Culture

To lead within the directorate and across the council, the change that is needed in order to ensure that adult social care services play their full part in achieving the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To act at all times in ways that create a fully inclusive workplace and operating culture, proactively seeking ways to ensure staff feel valued and that they all belong.

To seek ways to harness and fully develop the potential of staff working in the directorate and develop their talent.

To demonstrate through personal behaviour, active listening to staff and residents in ways that will help rebuild the relationship with the residents of Croydon and seeking out the resident voice to guide and advise the council in its' actions and decision making.

To model the behaviours required of all staff in terms of equality, ethical behaviour, empathy, effective governance, effective internal control, transparency, and openness.

Leadership Framework

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

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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 stakeholders 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 stakeholders, 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

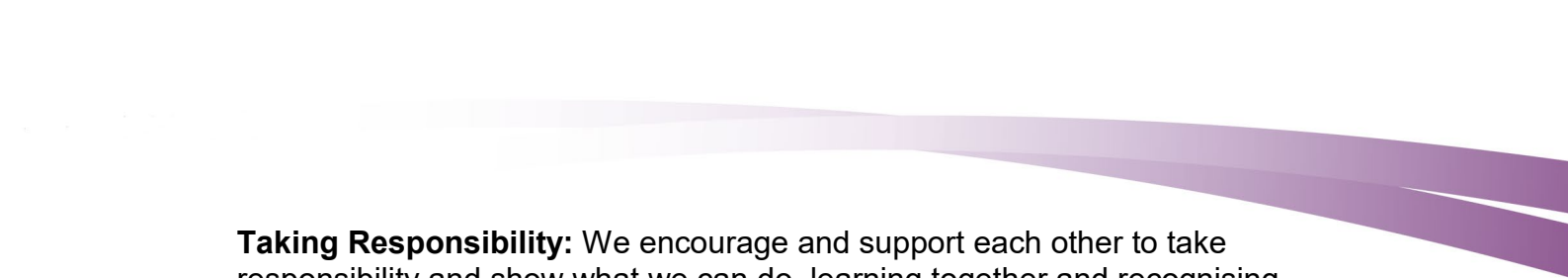
- You are strategically innovative in your approach to building and maintaining partnerships and you and your teams act in a joint enterprise with them. You use your contacts and colleagues to bring teams together.

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.

Summary of the statutory responsibilities of Local Authorities in relation to adult social care and the statutory role of the DASS

The following is a summary of the **guidance** issued by the Department of Health in 2006 on the role of the Director of Adult Social Services (DASS). The full guidance can be viewed at:

[Guidance on the statutory chief officer post of the Director of Adult Social Services - May 2006](#)

The statutory responsibilities of Local Authorities in relation to adult social care

Chief Executives of local authorities with social services responsibilities should ensure that a DASS is in post

The local authority shall take steps to ensure that the post holder is given the necessary authority, is enabled/given the necessary resources to provide professional leadership (including delivering workforce planning) in social care and deliver the cultural change necessary to implement person-centred services and to promote partnership working, and such other responsibilities as the local authority determines

The local authority shall ensure that the DASS is made accountable for the delivery of local authority social services functions listed in Schedule 1 of the Local Authority Social Services Act 1970 (as amended), other than those for which the Director of Children's services is responsible.

Local authorities shall ensure that the DASS is directly accountable to the Chief Executive of the local authority and comparable in terms of seniority, with the Director of Children's Services.

The Local Authority Social Services Act 1970 (as amended), allows local authorities to jointly appoint a single DASS to cover their local authority areas. The partnership arrangements provided for by the Health Act 1999 also enable joint funding of posts between a local authority and an NHS body.

A joint appointment of a person to a DASS post and a post in the NHS is therefore possible. Where such a joint appointment occurs the DASS must remain an employee of the local authority for the full range of social services responsibilities. In addition, local authorities may extend the DASS's responsibilities to cover other local authority services and responsibilities (such as leisure, housing, transport and adult education). It is for local authorities themselves to determine whether to utilise/make use of these provisions given their particular circumstances.

The DASS is a politically restricted statutory chief officer post under Section 2 of the Local Government and Housing Act 1989 (as amended). This means that he or she may not be a Member of the local authority. As is the case with former Directors of Social Services, the appointment of the DASS is not a

function of the executive. This means that the full council can take the decision, or may choose to delegate the decision.

The statutory role of the DASS

The DASS's key leadership role is to deliver the local authority's part in:

- Improving preventative services and delivering earlier intervention
- Managing the necessary cultural change to give people greater choice and control over services
- Tackling inequalities and improving access to services
- Increasing support for people with the highest levels of need

There are seven key aspects to be included in the DASS's remit:

- (i) Accountability for assessing local needs and ensuring availability and delivery of a full range of adult social services
- (ii) Professional leadership, including workforce planning
- (iii) Leading the implementation of standards
- (iv) Managing cultural change
- (v) Promoting local access and ownership and driving partnership working
- (vi) Delivering an integrated whole systems approach to supporting communities
- (vii) Promoting social inclusion and wellbeing

CROYDON COUNCIL - Job Description

Job title: Corporate Director of Children, Young People & Education (DCS & Calidcott Guardian)	Service Area: Children, Young People & Education	
Directorate: Children, Young People & Education	Post Number From Oracle	Evaluation Number: From JE system
Grade: 5	Date issued: June 2021 FINAL	

Croydon Council's priorities

We will live within our means, balance the books and provide value for money for our residents.

We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.

We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.

To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand

Croydon Council's new ways of working

We will practise 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.

Overall purpose of role

As a member of the council's corporate management team, the **Corporate Director of Children, Young People & Education** will work collaboratively with other corporate directors and the chief executive to deliver the Croydon Renewal Improvement Plan, the council's priorities and ways of working and a financially sustainable budget by March 2024.

The **Corporate Director of Children, Young People & Education** will directly lead and manage a portfolio of children and young people's social care and education services and promote the corporate competencies and values through day-to-day leadership and managerial behaviours.

The **Corporate Director of Children, Young People & Education** will provide high quality professional advice to the Leader and Cabinet, the Scrutiny and Overview Committee, the Health and Well-Being Board and any other external bodies on all matters related to children and young people's social care and education functions of the council.

Reports to: chief executive

Responsible for: the commissioning of children's social care and education services, contract management and placement brokerage, children's social care and safeguarding (child protection, NRPF, triage and MASH assessments, youth offending, looked after children, care leavers, fostering & adoption) education services (inclusion, achievement, special education needs, disabled children and young people's services up to 17, & school improvement). Following the review of commissioning and procurement, it is likely that children's commissioning services will be placed in this directorate.

Job context:

The post holder holds the statutory post of Director of Children's Services (DCS) in accordance with the Children's Act 2004.

This post holder is an office holder under the Safeguarding Vulnerable Groups Act 2006 and will be engaged in regulated activity by virtue of undertaking the role and will come within the scope of the Disclosure and Barring Service.

This post holder is designated as the Caldicott Guardian (Department of Health Local Authority Circular (2002)2) and will ensure that the personal information about those who use children's social services is used legally, ethically and appropriately, and that confidentiality is maintained. The Caldicott Guardian acts as "the conscience of the organisation" and ensures the impartiality and independence of their advice.

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.

The post holder has line management responsibility for 3 direct reports, overall responsibility for all staff in the directorate and is accountable and responsible for all children and young people's social care and education services delivered.

The post holder is accountable for the children and young people's social care and education £ XXm budget and will deliver services and the associated savings programme and transformation projects within that budget envelope.

The post holder will ensure the financial probity and competence of financial management across children and young people's social care and education services and that effective arrangements are in place to meet legislative and statutory requirements in relation to financial management and internal control.

The post holder is jointly accountable with the corporate management team for the delivery of the council's equality strategy 2021-2024 and action plan and will personally lead elements of it and champion it overall.

The post holder will 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 post holder will enable staff in the directorate to lead cross-council projects on issues as defined by Cabinet. A limited number of reviews per year will tackle complex priority issues and also enable new skills and experiences to be developed by staff to aid their future career development.

The post holder will participate in the council's emergency arrangements as an on-call member and will fully participate in gold and silver arrangements as required, which may require chairing the formal council meetings.

The postholder is required to deputise for the chief executive in the role of London local authority gold at a borough level as required.

The post holder will ensure that all relevant health & safety legislation and the council's health & safety requirements are reasonably complied with.

The post holder will be required to operate within the delegations from the chief executive and head of paid service and as detailed in the council's scheme of delegation of the council's constitution.

The post holder will be required to work some evenings, weekends and occasional public holidays in order to meet service requirements and to ensure appropriate representation of the council with residents, the Leader and Cabinet, all elected Members and external bodies.

This is a politically restricted post under the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990. The individual holding this post cannot have any active political role.

Politically restricted employees are prohibited from:

- standing for office as local councillors, MPs, MEPs, Members of the Welsh Assembly or Members of the Scottish Parliament,
- canvassing on behalf of a political party or a person who is, or seeks to be, a candidate, and
- speaking to the public at large or publishing any written or artistic work that could give the impression of advocating support for a political party.

Accountabilities – Corporate Director of Children, Young People & Education

To lead and manage the directorate, ensuring the provision of high quality, children and young people's social care and education services that focus on the needs of vulnerable children and young people, children and young people with disabilities and promote aspiration, the achievement of individual potential, a safe and happy childhood and adolescence, self-reliance and quality of life.

To be responsible for the delivery of and the performance of statutorily defined local authority functions relating to children and young people's social care and education services ensuring that effective systems and commissioning arrangements are in place for discharging these functions working with the voluntary sector and other providers as appropriate.

To ensure that the safeguarding of children and young people is a council priority, through effective performance monitoring and management within the directorate and through communication and engagement across the council and within multi agency arrangements and that there are clearly communicated and effective safeguarding arrangements to protect children and young people from harm.

To ensure the provision of high quality children and young people's mental health social care services and assure professional standards are fully maintained in processes and practice relating to deprivation of liberty safeguards and mental capacity assessments.

The post holder will work with the Corporate Director for Adult Social Care & Health to support the planning for and delivery of a seamless transition to adult social care services for disabled young people from the age of 17.

To be the responsible and accountable officer for the development of children's and young people's social care and education policy and strategies and the provision of professional advice on all matters relating to children's and young people's social care and education; advising the Leader and Cabinet, the Scrutiny and Overview Committee, all Members, the Children's Improvement Board, the chief executive, the corporate management team and others to enable the discharge of functions in an effective and efficient way, and to display the highest standards of ethical governance.

To ensure that the requirements of legislation and relevant statutory obligations and guidance affecting children's and young people's social care and education are identified and implemented, including appropriate staff training.

To drive the continuous improvement of children and young people's social care services working closely with the Children's Improvement Board.

To work in partnership with schools, children's centres and other partners to promote continuous improvement, raise educational attainment and secure collaboration across the family of Croydon schools.

To work closely with the Director of Human Resources to ensure effective and focused workforce planning and development.

To work closely with the Corporate Director of Housing to ensure sufficient housing provision for care leavers.

To ensure collaborative and systemic working and innovation across all provision to dealing with youth offending.

To actively support and advocate the voice of children, young people and families at the heart of decision making.

Following the review of commissioning and procurement, it is likely that childrens commissioning services will be placed in this directorate.

To work with a range of partners at a strategic level contributing to the effectiveness of the Health and Wellbeing Board, the Croydon Safeguarding Children's Partnership and any other relevant bodies.

Accountabilities (all corporate directors and service directors)

Tasks and accountabilities are intended to be a guide to the range and level of work expected of the post holder. This is not an exhaustive list of all tasks that may fall to the post holder and employees will be expected to carry out such other reasonable duties which may be required from time to time.

Strategy

To take a "one Council" approach to deliver more effective outcomes and at all times avoid a silo-ed, single directorate 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 ensure the council listens to and engages residents in the development of ideas, strategies and policies and that co-design and co-production approaches are implemented throughout the directorate.

To contribute fully to the development and implementation of all corporate strategies, the Croydon Renewal Improvement Plan and the council's priorities and ways of working and to act as a project or programme senior responsible owner to lead and ensure the implementation of specific corporate projects as required.

To actively promote the council's priorities and ways of working and the council's leadership framework and values to ensure they are delivered throughout the organisation.

Service quality

To fulfil the best value duty requirements as established by the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which the directorate's functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

Through personal example, commitment and clear action, valuing and celebrating the diversity of Croydon's communities, ensuring an inclusive approach and equality of access and treatment in employment and service delivery.

To develop appropriate service quality measures, targets and outcomes for accountable assessment. To seek out more transparent accountability mechanisms for delivery in the directorate.

To maintain an up to date knowledge of relevant legislation as applicable to the directorate and to the overall council.

To build effective partnerships to harness public, private, voluntary sector and community resources that can help deliver the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To be the council's (officer level) lead representative in a number of partnerships.

To work collaboratively with the trade unions to improve services and solve problems in a coherent and integrated manner.

Performance

To lead and direct the services within the directorate in order to ensure that they deliver effective and efficient services, 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.

To lead, direct and uphold the internal control system that safeguards the residents' interest in the appropriate use of council resources and ensure the system is respected and complied with by all staff in the directorate.

To comply with the requirements of the Council's constitution and the relevant officer and other codes of conduct and ensure through personal leadership that staff in the directorate are familiar with, understand and comply with the requirements also.

To ensure the effective management of data and security of information received and used within the directorate, 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.

Resource management

To lead and direct an effective directorate management team.

To ensure that staff are informed, organised, performance managed, held to account and motivated to deliver high quality and cost effective services.

To uphold the mandatory financial regulations of the council and ensure that they are understood and complied with by the directorate's staff .

To plan and keep under review the services within the directorate to control the budgets within it, manage risk effectively and ensure accountability.

Leadership and Culture

To lead within the directorate and across the council, the change that is needed in order to ensure that adult social care services play their full part in achieving the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To act at all times in ways that create a fully inclusive workplace and operating culture, proactively seeking ways to ensure staff feel valued and that they all belong.

To seek ways to harness and fully develop the potential of staff working in the directorate and develop their talent.

To demonstrate through personal behaviour, active listening to staff and residents in ways that will help rebuild the relationship with the residents of Croydon and seeking out the resident voice to guide and advise the council in its' actions and decision making.

To model the behaviours required of all staff in terms of equality, ethical behaviour, empathy, effective governance, effective internal control, transparency, and openness.

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 stakeholders 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 stakeholders, 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

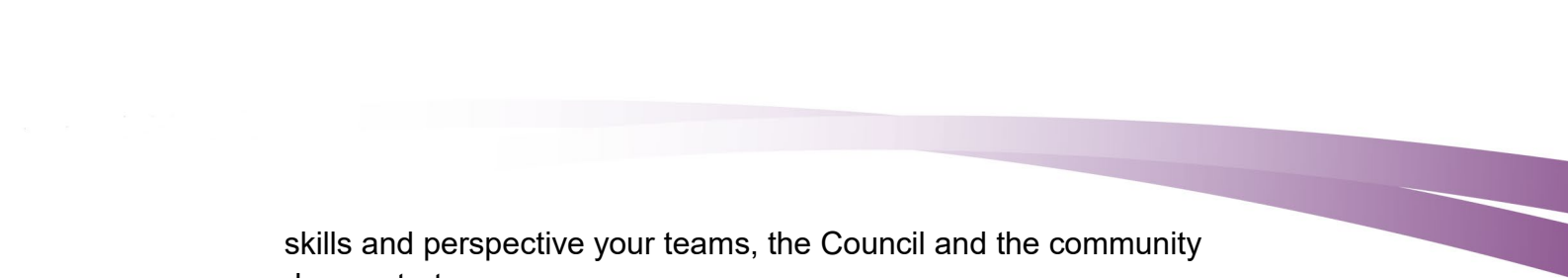
- You think through who needs to understand what during communication; and take care to communicate detail clearly. You take people's views into account continuously. You trust people, colleagues and staff, to do their best and deal with any issues positively.

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.

CROYDON COUNCIL - Job Description

Job title: Corporate Director of Housing	Service Area: Housing	
Directorate: Housing	Post Number From Oracle	Evaluation Number: From JE system
Grade: 5	Date issued: June 2021 FINAL	

Croydon Council's priorities

We will live within our means, balance the books and provide value for money for our residents.

We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.

We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.

To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand

Croydon Council's new ways of working

We will practise 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.

Overall purpose of role

As a member of the council's corporate management team, the **Corporate Director of Housing** will work collaboratively with other corporate directors and the chief executive to deliver the Croydon Renewal Improvement Plan, the council's priorities and ways of working and a financially sustainable budget by March 2024.

The Corporate Director of Housing leads the new directorate of housing, drawing together the housing services across the council to focus on delivering the housing improvement plan, housing development, allocations, repairs, HRA capital programme, fire and safety, homelessness, tenancy lettings and income and promotes the council's corporate competencies and values through day-to-day managerial behaviours. Following the commissioning and procurement review, it is likely that a commissioning service will be based in this directorate.

The **Corporate Director of Housing** will provide high quality professional advice to the chief executive, Leader and Cabinet, the Scrutiny and Overview Committee, and any other external bodies on all housing services related to the functions of the council.

Reports to: the chief executive

Responsible for: All aspects of housing including housing estates, responsive repairs, planned maintenance, service and long term planning, policy and development, allocations, lettings, income collection, homelessness and assessments, tenancy, leaseholder and resident engagement.

Job context:

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.

The post holder has line management responsibility for 3 direct reports, overall responsibility for all staff in the directorate and is accountable and responsible for all housing services delivered.

The post holder is accountable for the housing services **£ XXm** budget and will deliver services and the associated savings programme and transformation projects within that budget envelope.

The post holder will ensure the financial probity and competence of financial management within the directorate and that effective arrangements are in place to meet legislative and statutory requirements in relation to financial management and internal control.

The post holder is jointly accountable with the corporate management team and all senior management for the delivery of the council's equality strategy 2021-2024 and action plan and will personally lead elements of it and champion it overall.

The post holder will 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 post holder will enable staff in the directorate to lead cross-council projects on issues as defined by Cabinet. A limited number of reviews per year will tackle complex priority issues and also enable new skills and experiences to be developed by staff to aid their future career development.

The post holder will participate in the council's emergency arrangements as an on-call member and will fully participate in gold and silver arrangements as required, which may require chairing the formal council meetings.

The postholder is required to deputise for the chief executive in the role of London local authority gold at a borough level as required.

The post holder will ensure that all relevant health & safety legislation and the council's health & safety requirements are reasonably complied with.

The post holder will be required to operate within the delegations from the chief executive and head of paid service and as detailed in the council's scheme of delegation of the council's constitution.

The post holder will be required to work some evenings, weekends and occasional public holidays in order to meet service requirements and to ensure appropriate representation of the council with residents, the Leader and Cabinet and all elected Members and external bodies.

This is a politically restricted post under the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990. The individual holding this post cannot have any active political role.

Politically restricted employees are prohibited from:

- standing for office as local councillors, MPs, MEPs, Members of the Welsh Assembly or Members of the Scottish Parliament,
- canvassing on behalf of a political party or a person who is, or seeks to be, a candidate, and
- speaking to the public at large or publishing any written or artistic work that could give the impression of advocating support for a political party.

Accountabilities – Corporate Director of Housing

Work collaboratively across the council and with elected members and residents to deliver the improvement plan for housing and ensure high quality, effective and compliant operational performance is delivered.

To provide the necessary information that the council needs to make informed decisions about compliance; managing risk; and the future direction of Croydon's Housing Services

To undertake a whole service review of the housing service and create a new design and delivery model for that establishes high standards for housing and tenant management, support services and asset management.

To promote meaningful engagement with tenants, ensuring that their voice is heard and is influential, while maintaining positive and productive relationships with tenant 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.

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

Working within agreed values and strategies to deliver quality services to our tenants, and empowering and encouraging staff to deliver an excellent service resulting in high levels of tenant satisfaction; reflecting our values on respect and dignity.

To be responsible for the delivery of and the performance of statutorily defined local authority functions relating to housing services and ensuring that effective systems are in place for discharging these functions working with the voluntary sector and other providers as appropriate.

To ensure that the requirements of legislation and relevant statutory obligations and guidance affecting housing services are identified and implemented including appropriate staff training.

To ensure the council meets its statutory responsibilities to priority and non-priority homeless households including the provision of temporary accommodation and the development of housing strategies to enable residents to make informed decisions.

To ensure appropriate housing need arrangements are in place and lead the preventative aspects of homelessness in a holistic manner, to support minimising the use of temporary accommodation.

To ensure the private sector meets its statutory responsibilities through the use of the Council's enforcement powers.

To ensure the delivery of an effective responsive repairs and planned maintenance service and the delivery of the HRA capital programme.
To work closely with the Corporate Director of Resources in managing the housing revenue account, its in-year delivery and future planning.

To ensure the development of housing strategies and policies in particular, homelessness, overcrowding and allocations

To work closely with the Corporate Director of Children, Young People & Education to ensure a sufficient supply of housing for care leavers.

To ensure the maintenance of the housing and transfer register, promoting housing mobility and allocating council and housing association homes to people in housing need.

Following the commissioning and procurement review, it is likely that a commissioning service will be based in this directorate.

To ensure the provision of major aids and adaptations for disabled people, enabling them to remain in their own homes and including 'staying put'.

Accountabilities (all corporate directors and service directors)

Tasks and accountabilities are intended to be a guide to the range and level of work expected of the post holder. This is not an exhaustive list of all tasks that may fall to the post holder and employees will be expected to carry out such other reasonable duties which may be required from time to time.

Strategy

To take a "one Council" approach to deliver more effective outcomes and at all times avoid a silo-ed, single directorate 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 ensure the council listens to and engages residents in the development of ideas, strategies and policies and that co-design and co-production approaches are implemented throughout the directorate.

To contribute fully to the development and implementation of all corporate strategies, the Croydon Renewal Improvement Plan and the council's priorities and ways of working and to act as a project or programme senior responsible owner to lead and ensure the implementation of specific corporate projects as required.

To actively promote the council's priorities and ways of working and the council's leadership framework and values to ensure they are delivered throughout the organisation.

Service quality

To fulfil the best value duty requirements as established by the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which the directorate's functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

Through personal example, commitment and clear action, valuing and celebrating the diversity of Croydon's communities, ensuring an inclusive approach and equality of access and treatment in employment and service delivery.

To develop appropriate service quality measures, targets and outcomes for accountable assessment. To seek out more transparent accountability mechanisms for delivery in the directorate.

To maintain an up to date knowledge of relevant legislation as applicable to the directorate and to the overall council.

To build effective partnerships to harness public, private, voluntary sector and community resources that can help deliver the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To be the council's (officer level) lead representative in a number of partnerships.

To work collaboratively with the trade unions to improve services and solve problems in a coherent and integrated manner.

Performance

To lead and direct the services within the directorate in order to ensure that they deliver effective and efficient services, 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.

To lead, direct and uphold the internal control system that safeguards the residents' interest in the appropriate use of council resources and ensure the system is respected and complied with by all staff in the directorate.

To comply with the requirements of the Council's constitution and the relevant officer and other codes of conduct and ensure through personal leadership that staff in the directorate are familiar with, understand and comply with the requirements also.

To ensure the effective management of data and security of information received and used within the directorate, 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.

Resource management

To lead and direct an effective directorate management team.

To ensure that staff are informed, organised, performance managed, held to account and motivated to deliver high quality and cost effective services.

To uphold the mandatory financial regulations of the council and ensure that they are understood and complied with by the directorate's staff .

To plan and keep under review the services within the directorate to control the budgets within it, manage risk effectively and ensure accountability.

Leadership and Culture

To lead within the directorate and across the council, the change that is needed in order to ensure that adult social care services play their full part in achieving the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To act at all times in ways that create a fully inclusive workplace and operating culture, proactively seeking ways to ensure staff feel valued and that they all belong.

To seek ways to harness and fully develop the potential of staff working in the directorate and develop their talent.

To demonstrate through personal behaviour, active listening to staff and residents in ways that will help rebuild the relationship with the residents of Croydon and seeking out the resident voice to guide and advise the council in its' actions and decision making.

To model the behaviours required of all staff in terms of equality, ethical behaviour, empathy, effective governance, effective internal control, transparency, and openness.

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 stakeholders 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 stakeholders, 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.

PERSON SPECIFICATION:

Qualifications and Knowledge

- A professional or management qualification or educated to degree level or demonstrable equivalent experience.
- Evidence of continuing professional, 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 people, developing successful and cohesive teams.
- Experience of management at a strategic level, including the management of budgets and interpretation of business information, bringing acumen and insight to the role.
- A track record of successfully delivering continuous improvement in service delivery, with high levels of tenant satisfaction.

Skills and Abilities

- Acts with integrity, is accountable and actively promotes and supports the aims of
- A motivational leader, who inspires service excellence.
- A high level of interpersonal, communication, influencing, negotiating and political skills.
- Able to work intuitively with a wide range of stakeholders, maintaining effective partnership and stakeholder relationships.
- Able to assess risk and promote risk awareness without being risk averse.
- Able to translate strategy into short, medium and long term plans.

Personal Attributes

- A self-starter with a positive outlook and collaborative approach. Able to work on own initiative, exercise good judgement and be resilient.
- Proactively demonstrates a strong commitment to equality and diversity.
- Champions tenants gaining access to good quality homes and services.
- Able to make sound judgements, confident in own knowledge, able to give advice to others and be accountable for that advice.

CROYDON COUNCIL - Job Description

Job title: Corporate Director of Resources (S151 & Deputy Chief Executive & Deputy Head of Paid Service)	Service Area: Resources	
Directorate: Resources	Post Number From Oracle	Evaluation Number: From JE system
Grade: 5	Date issued: June 2021 FINAL	

Croydon Council's priorities

We will live within our means, balance the books and provide value for money for our residents.

We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.

We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.

To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand

Croydon Council's new ways of working

We will practise 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.

Overall purpose of role

As a member of the council's corporate management team, the **Corporate Director of Resources** will work collaboratively with other corporate directors and the chief executive to deliver the Croydon Renewal Improvement Plan, the council's priorities and ways of working and a financially sustainable budget by March 2024.

The **Corporate Director of Resources** will be the head of profession for finance management and will directly lead and manage a portfolio of financial, non Housing property and legal services and promote the corporate competencies and values through day-to-day leadership and managerial behaviours.

The **Corporate Director of Resources** will provide high quality professional advice to the Leader and Cabinet, the Scrutiny and Overview Committee, the General Purposes & Audit Committee, Pensions Committee and any other council or external bodies on all matters related to financial and legal functions of the council.

Reports to: chief executive

Responsible for: the head of profession for the finance function, the council's corporate legal service, democratic services & scrutiny, strategic planning and management of the council's finances including the general fund, housing revenue account and the capital programme, internal audit, external audit, risk management, anti-fraud, insurance, treasury management, payments, revenues, benefits & debt, the Croydon Council Pension Fund, capital programme delivery for school and council assets, asset and facilities management, health and safety, council investments in other entities, companies and shareholdings. Following the commissioning and procurement review, it is likely that a procurement service and commissioning services will be based in this directorate.

Job context:

The post incorporates the statutory role of Section 151 of the Local Government Act 1972.

To act as the deputy chief executive and deputy head of paid service in the absence of the chief executive.

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.

The post holder has line management responsibility for 6 direct reports, overall responsibility for all staff in the directorate and is accountable and responsible for all financial and legal services delivered and the overall council financial system including the Council's general fund, housing revenue account, capital budget and the delivery of the capital programme (non non highways & HRA).

The post holder is accountable for the financial, property and legal services **£ XXm** directorate budget. The post holder will deliver services and the associated savings programme and transformation projects within the directorate budget envelope.

The post holder will ensure the financial probity and competence of financial management within the directorate and across the council as a whole and that effective arrangements are in place to meet legislative and statutory requirements in relation to financial management and internal control both corporately and within all directorates.

The post holder is jointly accountable with the corporate management team for the delivery of the council's equality strategy 2021-2024 and action plan and will personally lead elements of it and champion it overall.

The post holder will 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 post holder will enable staff in the directorate to lead cross-council projects on issues as defined by Cabinet. A limited number of reviews per year will tackle complex priority issues and also enable new skills and experiences to be developed by staff to aid their future career development.

The post holder will participate in the council's emergency arrangements as an on-call member and will fully participate in gold and silver arrangements as required, which may require chairing the formal council meetings.

The postholder is required to deputise for the chief executive in the role of London local authority gold at a borough level as required.

The post holder will ensure that all relevant health & safety legislation and the council's health & safety requirements are reasonably complied with.

The post holder will be required to operate within the delegations from the chief executive and head of paid service and as detailed in the council's scheme of delegation of the council's constitution.

The post holder will be required to work some evenings, weekends and occasional public holidays in order to meet service requirements and to ensure appropriate representation of the council with residents, the Leader and Cabinet, all elected Members and external bodies.

This is a politically restricted post under the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990. The individual holding this post cannot have any active political role.

Politically restricted employees are prohibited from:

- standing for office as local councillors, MPs, MEPs, Members of the Welsh Assembly or Members of the Scottish Parliament,
- canvassing on behalf of a political party or a person who is, or seeks to be, a candidate, and
- speaking to the public at large or publishing any written or artistic work that could give the impression of advocating support for a political party.

Accountabilities – Corporate Director of Resources

To provide direction, leadership and guidance to staff in the finance and legal functions and ensure the continuous improvement and full adherence to legal best practice standards and financial management best practice standards by cost centre managers across the council.

To ensure the provision of a high quality legal service that is compliant with national local government best practice standards such as Lexcel and which safeguards and stewards the council's and residents' interests and ensures compliance with the law and best practice, controlling the access to and use of external legal advice and expenditure on legal advice across the council.

To ensure the provision of a high quality, cost effective, finance service that secures the best approach to resource stewardship for the council's budget, finances and services and that the council complies with the requirements of the CIPFA Financial Management Code 2020.

To ensure that overall management attention, effort and controls are commensurate to risk and opportunity across the council's functions and ensure that Croydon residents' interests are legally safeguarded and the council operates within its legal powers and duties at all times.

To be the responsible and accountable officer for the development of financial and legal policy and strategies and the provision of professional advice on all matters relating to finance; advising the Leader and Cabinet, the Scrutiny and Overview Committee, the General Purposes & Audit Committee, Pension Board, Pension Committee, all Members, the chief executive, the corporate management team and others to enable the discharge of functions in an effective and efficient way, and to display the highest standards of ethical governance.

To lead the delivery of the financial recovery plan and the medium term financial strategy 2021-2024 as part of the Croydon Renewal Improvement Plan.

To lead the council's budget setting process, taking responsibility for designing and implementing a suitable process for engaging members and other stakeholders in budget decisions and arriving at an annual balanced budget.

To lead on the necessary medium and long term financial planning for the council, ensuring effective financial monitoring and reporting to members and the corporate management and directorate management teams, taking responsibility for reporting on financial performance and highlighting issues and the actions required to deal with them.

To have responsibility for timely and accurate production of annual accounts and liaison with external auditor.

To take responsibility for monitoring and overseeing the overall affordability of the council's activities and the risks inherent in them, and ensuring that the council operates within its affordability envelope.

To be responsible for meeting the needs of the organisation in terms of the quality and sufficiency of financial support services provided by the directorate, measuring and monitoring user satisfaction with services and benchmarking against similar organisations.

To ensure that the requirements of legislation and relevant statutory obligations and guidance affecting financial and legal services are identified and implemented, including appropriate staff training for staff both in the directorate finance and legal service and all cost centre managers across the council.

To ensure the provision of a high quality finance business partner service to all directorates and cost centre managers to support their compliance with the financial reporting standards and management system requirements of the council.

To ensure the council's treasury management strategy and management operations are in accordance with the approved policy and control procedures, and to ensure compliance with the CIPFA Code of Practice for Treasury Management in Local Authorities and the Prudential Code for Capital Finance in Local Authorities.

To ensure the provision of expert advice on investments and management of the fund to the Pensions Board and Pensions Committee and ensure the delivery of an effective Croydon Council Pension Fund service. To be responsible for the pension fund investments, ensuring that the pension service meets the needs of pensioners and existing and deferred members.

To manage the insurance and risk function, promoting risk management framework, regular reporting to members and senior management on the risk register to ensure council assets are protected.

To ensure a coherent plan for the systemic and individual management of risk is in place and regularly maintained. Ensure that the risk management framework is adhered to and regular reporting to member bodies, the corporate management team, and directorate management teams takes place.

To ensure that effective specialist anti-fraud advice and investigation skills are available to tackle irregularities that are raised both within and outside the council in a manner that adheres to legislative frameworks and that an anti-fraud awareness culture is promoted within the council to safeguard the interest of Croydon residents.

To ensure the delivery of an effective internal audit and anti-fraud function (possibly provided by the SWL Partnership) providing reports to the General Purposes and Audit Committee, corporate management team and directorate management teams, closely liaising with the external auditor to the council

and supporting the receipt of the Annual Audit letter drawing it effectively to members' attention for response and action.

To ensure the council has effective arrangements for its internal financial controls and governance and that it complies with the statutory requirements relating to the Companies Act 2006, the Finance Act 1998 and the Employer's (Compulsory Insurance) Act (E(CI)A) 1969.

To advise upon the capital investment strategy for the council and once agreed, ensure a fully costed capital programme is in place and is delivered that supports the corporate priorities of the council with due regard to risk and health and safety.

To actively monitor and challenge the financial implications in all projects and programmes operating within the council advising members and the corporate management team as appropriate.

To provide strategic leadership to and have accountability for managing the council's portfolio of external investments and shareholdings including the Revolving Investment Fund, the Asset Investment Fund, and act as corporate client to Brick by Brick Ltd, Croydon Affordable Housing, and the London Borough of Croydon Holdings Limited.

Following the commissioning and procurement review, it is likely that a procurement service and commissioning services will be based in this directorate.

To ensure adherence to Croydon Council's Health and Safety Policy and all other relevant national legislation including the Health and Safety at Work Act 1974, the Management of Health and Safety at Work regulations 1999 and promote a culture supportive of effective health and safety good practice.

To ensure the development and delivery of an asset management strategy and disposals strategy for council owned properties (non HRA) and the provision of cost-effective, safe and efficient facilities management and support services for council staff and buildings.

To be the head of profession for finance management across the council, drawing together managers with budget responsibility into one professional community, ensuring high standards of budget management, forecasting, commitment accounting and compliance with management reporting requirements across the council and that the reports and advice to members are reliable, valid, up to date and accurate.

Accountabilities (all corporate directors and service directors)

Tasks and accountabilities are intended to be a guide to the range and level of work expected of the post holder. This is not an exhaustive list of all tasks

that may fall to the post holder and employees will be expected to carry out such other reasonable duties which may be required from time to time.

Strategy

To take a “one Council” approach to deliver more effective outcomes and at all times avoid a silo-ed, single directorate 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 ensure the council listens to and engages residents in the development of ideas, strategies and policies and that co-design and co-production approaches are implemented throughout the directorate.

To contribute fully to the development and implementation of all corporate strategies, the Croydon Renewal Improvement Plan and the council’s priorities and ways of working and to act as a project or programme senior responsible owner to lead and ensure the implementation of specific corporate projects as required.

To actively promote the council’s priorities and ways of working and the council’s leadership framework and values to ensure they are delivered throughout the organisation.

Service quality

To fulfil the best value duty requirements as established by the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which the directorate’s functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

Through personal example, commitment and clear action, valuing and celebrating the diversity of Croydon’s communities, ensuring an inclusive approach and equality of access and treatment in employment and service delivery.

To develop appropriate service quality measures, targets and outcomes for accountable assessment. To seek out more transparent accountability mechanisms for delivery in the directorate.

To maintain an up to date knowledge of relevant legislation as applicable to the directorate and to the overall council.

To build effective partnerships to harness public, private, voluntary sector and community resources that can help deliver the Croydon Renewal Improvement Plan and the council’s priorities and ways of working.

To be the council’s (officer level) lead representative in a number of partnerships.

To work collaboratively with the trade unions to improve services and solve problems in a coherent and integrated manner.

Performance

To lead and direct the services within the directorate in order to ensure that they deliver effective and efficient services, 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.

To lead, direct and uphold the internal control system that safeguards the residents' interest in the appropriate use of council resources and ensure the system is respected and complied with by all staff in the directorate.

To comply with the requirements of the Council's constitution and the relevant officer and other codes of conduct and ensure through personal leadership that staff in the directorate are familiar with, understand and comply with the requirements also.

To ensure the effective management of data and security of information received and used within the directorate, 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.

Resource management

To lead and direct an effective directorate management team.

To ensure that staff are informed, organised, performance managed, held to account and motivated to deliver high quality and cost effective services.

To uphold the mandatory financial regulations of the council and ensure that they are understood and complied with by the directorate's staff .

To plan and keep under review the services within the directorate to control the budgets within it, manage risk effectively and ensure accountability.

Leadership and Culture

To lead within the directorate and across the council, the change that is needed in order to ensure that adult social care services play their full part in achieving the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To act at all times in ways that create a fully inclusive workplace and operating culture, proactively seeking ways to ensure staff feel valued and that they all belong.

To seek ways to harness and fully develop the potential of staff working in the directorate and develop their talent.

To demonstrate through personal behaviour, active listening to staff and residents in ways that will help rebuild the relationship with the residents of Croydon and seeking out the resident voice to guide and advise the council in its' actions and decision making.

To model the behaviours required of all staff in terms of equality, ethical behaviour, empathy, effective governance, effective internal control, transparency, and openness.

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 stakeholders deliver a desired outcome.

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- 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.

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- 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.



CROYDON COUNCIL - Job Description

Job title: Corporate Director of Sustainable Communities, Regeneration & Economic Recovery	Service Area: Sustainable Communities, Regeneration & Economic Recovery	
Directorate: Sustainable Communities, Regeneration & Economic Recovery	Post Number From Oracle	Evaluation Number: From JE system
Grade: 5	Date issued: June 2021 FINAL	

Croydon Council's priorities

We will live within our means, balance the books and provide value for money for our residents.

We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.

We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.

To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand

Croydon Council's new ways of working

We will practise 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.

Overall purpose of role

As a member of the council's corporate management team, the **Corporate Director of Sustainable Communities, Regeneration & Economic Recovery** will work collaboratively with other corporate directors and the chief executive to deliver the Croydon Renewal Improvement Plan, the council's priorities and ways of working and a financially sustainable budget by March 2024.

The **Corporate Director of Sustainable Communities, Regeneration & Economic Recovery** will directly lead and manage a portfolio of sustainable communities, regeneration and economic recovery services and promote the corporate competencies and values through day-to-day leadership and managerial behaviour.

The **Corporate Director of Sustainable Communities, Regeneration & Economic Recovery** will provide high quality professional advice to the Leader and Cabinet, the Scrutiny and Overview Committee and any other external bodies on all matters related to the public realm functions of the council.

Reports to: chief executive

Responsible for: statutory and spatial planning, development management, building control, strategic transport, waste and recycling, street cleansing, parks and green open spaces, sustainability policies, highways, parking services, street lighting, independent travel, leisure, libraries, Croydon Museum, music and arts, violence reduction network, community safety, enforcement, regulatory services, licencing, private sector housing, employment, skills, economic development, growth, regeneration. Following the commissioning and procurement review, it is likely that a commissioning service will be based in this directorate.

Job context:

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.

The post holder has line management responsibility for 3 direct reports, overall responsibility for all staff in the directorate and is accountable and responsible for all public realm services delivered.

The post holder is accountable for the sustainable communities, regeneration and economic recovery £ XXm budget and will deliver services and the associated savings programme and transformation projects within that budget envelope.

The post holder will ensure the financial probity and competence of financial management across the directorate and that effective arrangements are in place to meet legislative and statutory requirements in relation to financial management and internal control.

The post holder is jointly accountable with the corporate management team for the delivery of the council's equality strategy 2021-2024 and action plan and will personally lead elements of it and champion it overall.

The post holder will 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 post holder will enable staff in the directorate to lead cross-council projects on issues as defined by Cabinet. A limited number of reviews per year will tackle complex priority issues and also enable new skills and experiences to be developed by staff to aid their future career development.

The post holder will participate in the council's emergency arrangements as an on-call member and will fully participate in gold and silver arrangements as required, which may require chairing the formal council meetings.

The postholder is required to deputise for the chief executive in the role of London local authority gold at a borough level as required.

The post holder will ensure that all relevant health & safety legislation and the council's health & safety requirements are reasonably complied with.

The post holder will be required to operate within the delegations from the chief executive and head of paid service and as detailed in the council's scheme of delegation of the council's constitution.

The post holder will be required to work some evenings, weekends and occasional public holidays in order to meet service requirements and to ensure appropriate representation of the council with residents, the Leader and Cabinet and all elected Members and external bodies.

This is a politically restricted post under the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990. The individual holding this post cannot have any active political role.

Politically restricted employees are prohibited from:

- standing for office as local councillors, MPs, MEPs, Members of the Welsh Assembly or Members of the Scottish Parliament,
- canvassing on behalf of a political party or a person who is, or seeks to be, a candidate, and
- speaking to the public at large or publishing any written or artistic work that could give the impression of advocating support for a political party.

Accountabilities – Corporate Director of Sustainable Communities, Regeneration & Economic Recovery

To lead and manage the directorate, ensuring the provision of high quality services that enable the borough to live sustainably and support the economic growth needed to enable Croydon to deal with the economic aftermath of the pandemic.

To be responsible for the delivery of and the performance of statutorily defined local authority functions relating to sustainable communities,

regeneration and economic recovery and ensuring that effective systems are in place for discharging these functions working with the voluntary sector and other providers as appropriate.

To be the responsible and accountable officer for the development of sustainable communities, planning and sustainable regeneration policy and strategies including action on climate change and the provision of professional advice on all matters relating to these services; advising the Leader and Cabinet, the Scrutiny and Overview Committee, all Members, the chief executive, the corporate management team and others to enable the discharge of functions in an effective and efficient way, and to display the highest standards of ethical governance.

To ensure that the requirements of legislation and relevant statutory obligations and guidance affecting sustainable communities, regeneration and economic recovery services are identified and implemented.

To ensure the creation and maintenance of a robust planning policy framework, promote high quality sustainable design and architecture within the built environment; and ensure a high quality and effective development management service and the delivery of suitable and effective planning enforcement and building control functions.

To ensure the community infrastructure levy and s106 powers are used to best effect to balance the impact of growth on the borough.

To ensure the development and delivery of the council's post-16 vocational skills and adult skills commissioning and delivery via CALAT to drive the best outcomes for Croydon residents in the light of the impact of the pandemic on the economy and jobs.

To oversee the delivery of a parks and open spaces service that maximises the sustainable use of the borough's parks, open spaces and special environmental resources and also safeguards and protects them for future generations.

To ensure Croydon has effective sustainable transportation infrastructure through the maintenance and improvement of the roads and pavements within the borough, ensuring that the highway is safe and suitable for use, manage the borough's rights of way and work in partnership with Transport for London and the Department for Transport and others to deliver a capital programme and highways related policy issues.

To ensure the development and implementation of parking policy.

To ensure the development of the cultural and arts offer in the borough in preparation for the Borough of Culture in 2023.

To oversee the delivery of the leisure, museum and library services and advise members on effective future models of provision, maximising their potential to support sustainable living and accessing skills and employment.

To ensure the provision of a fit for purpose street lighting network.

To ensure the delivery of a high quality and cost effective waste, recycling and street cleaning service, including residential and commercial waste, recycling collections as well as street cleaning.

To ensure the delivery of an enforcement service that reduces crime and/or the perception of crime.

To ensure the effective use of the council's regulatory and licensing powers to ensure that the borough is safe, including trading standards, licensing, environmental health and enforcement.

To oversee the violence reduction service to ensure that outcomes are delivered.

To ensure the development and maintenance of effective formal and statutory partnerships in the Safer Croydon Partnership to ensure that partners work together in trust and to jointly agreed objectives and action.

To ensure effective formal relationships with key stakeholders such as the Youth Justice Board and Safeguarding Boards are built and maintained to ensure they are aware of and deliver their responsibilities with regard to community safety.

To ensure the production of the Croydon Community Safety Strategy and the Croydon Community Safety Partnership's Strategic Needs Assessment for the Safer Croydon Partnership

Following the commissioning and procurement review, it is likely that a commissioning service will be based in this directorate.

Accountabilities (all corporate directors and service directors)

Tasks and accountabilities are intended to be a guide to the range and level of work expected of the post holder. This is not an exhaustive list of all tasks that may fall to the post holder and employees will be expected to carry out such other reasonable duties which may be required from time to time.

Strategy

To take a "one Council" approach to deliver more effective outcomes and at all times avoid a silo-ed, single directorate 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 ensure the council listens to and engages residents in the development of ideas, strategies and policies and that co-design and co-production approaches are implemented throughout the directorate.

To contribute fully to the development and implementation of all corporate strategies, the Croydon Renewal Improvement Plan and the council's priorities and ways of working and to act as a project or programme senior responsible owner to lead and ensure the implementation of specific corporate projects as required.

To actively promote the council's priorities and ways of working and the council's leadership framework and values to ensure they are delivered throughout the organisation.

Service quality

To fulfil the best value duty requirements as established by the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which the directorate's functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

Through personal example, commitment and clear action, valuing and celebrating the diversity of Croydon's communities, ensuring an inclusive approach and equality of access and treatment in employment and service delivery.

To develop appropriate service quality measures, targets and outcomes for accountable assessment. To seek out more transparent accountability mechanisms for delivery in the directorate.

To maintain an up to date knowledge of relevant legislation as applicable to the directorate and to the overall council.

To build effective partnerships to harness public, private, voluntary sector and community resources that can help deliver the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To be the council's (officer level) lead representative in a number of partnerships.

To work collaboratively with the trade unions to improve services and solve problems in a coherent and integrated manner.

Performance

To lead and direct the services within the directorate in order to ensure that they deliver effective and efficient services, 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.

To lead, direct and uphold the internal control system that safeguards the residents' interest in the appropriate use of council resources and ensure the system is respected and complied with by all staff in the directorate.

To comply with the requirements of the Council's constitution and the relevant officer and other codes of conduct and ensure through personal leadership that staff in the directorate are familiar with, understand and comply with the requirements also.

To ensure the effective management of data and security of information received and used within the directorate, 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.

Resource management

To lead and direct an effective directorate management team.

To ensure that staff are informed, organised, performance managed, held to account and motivated to deliver high quality and cost effective services.

To uphold the mandatory financial regulations of the council and ensure that they are understood and complied with by the directorate's staff .

To plan and keep under review the services within the directorate to control the budgets within it, manage risk effectively and ensure accountability.

Leadership and Culture

To lead within the directorate and across the council, the change that is needed in order to ensure that adult social care services play their full part in achieving the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To act at all times in ways that create a fully inclusive workplace and operating culture, proactively seeking ways to ensure staff feel valued and that they all belong.

To seek ways to harness and fully develop the potential of staff working in the directorate and develop their talent.

To demonstrate through personal behaviour, active listening to staff and residents in ways that will help rebuild the relationship with the residents of Croydon and seeking out the resident voice to guide and advise the council in its' actions and decision making.

To model the behaviours required of all staff in terms of equality, ethical behaviour, empathy, effective governance, effective internal control, transparency, and openness.

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 stakeholders 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 stakeholders, 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:

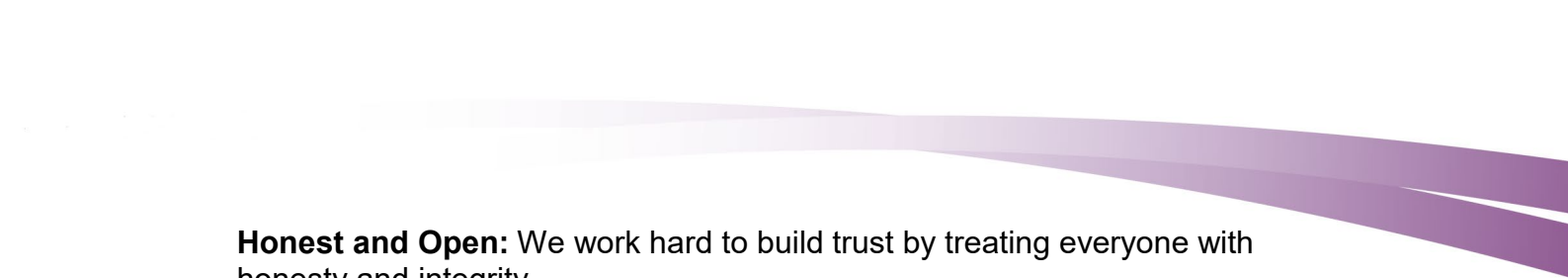


One Team: To cross boundaries to work together towards shared goals with colleagues, partners and communities

- 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.

CROYDON COUNCIL - Job Description

Job title: Chief Digital Officer and Director of Resident Access (Chief Information Officer & SIRO)	Service Area: Digital and Resident Access	
Directorate: Assistant Chief Executive	Post Number From Oracle	Evaluation Number: From JE system
Grade: 3	Date issued: June 2021 FINAL	

Croydon Council's priorities

We will live within our means, balance the books and provide value for money for our residents.

We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.

We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.

To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand

Croydon Council's new ways of working

We will practise 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.

Overall purpose of role

As a member of the council's senior management, the **Chief Digital Officer & Director of Resident Access** will work collaboratively with other directors in the assistant chief executive's directorate, with corporate directors and directors in other directorates, and with the chief executive to deliver the Croydon Renewal Improvement Plan, the council's priorities and ways of working and a financially sustainable budget by March 2024.

The **Chief Digital Officer & Director of Resident Access** will be the head of profession for access to information & transparency and will directly lead and manage a portfolio of digital and access services and promote the council's corporate competencies and values through day-to-day managerial behaviours.

The **Chief Digital Officer & Director of Resident Access** will provide high quality professional strategic advice to the assistant chief executive, the chief executive, Leader and Cabinet, the Scrutiny and Overview Committee, and any other external bodies on all digital and resident access matters related to the functions of the council.

Reports to: assistant chief executive

Responsible for: head of profession for access to information & transparency, all resident access through the access croydon and the contact centre, all digital and ICT services, ICT strategies, the design, adoption and delivery of digital services to enhance the resident experience of the Council website, building support for new approaches to service delivery and user engagement, exploiting the full potential of the council's data to deliver cost savings and efficiencies and a better experience for residents, digital inclusion, all information management functions, the council's complaints, FOI and SAR processes and the registrars and bereavement service.

Job context:

The post holder as Chief Information Officer ensures the Council fulfills its requirements under the Data Protection Act 2018 and the EU general data provision (GDPR).

The post holder as the Senior Information Risk Owner takes ownership of the Council's information risk policy, acts as an advocate for information risk and provides written advice to the internal audit service on the content of the annual governance statement in regard to information risk

The post will maintain all formal relationships with the Information Commissioner and Local Government Ombudsman.

This post holder is an office holder under the Safeguarding Vulnerable Groups Act 2006 and will be engaged in regulated activity by virtue of undertaking the role and will come within the scope of the Disclosure and Barring Service.

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.

The post holder has line management responsibility for 4 direct reports and responsibility for all staff in the division and is accountable and responsible for those services delivered.

The post holder is accountable for the division's £ XXm budget and will deliver services and the associated savings programme and transformation projects within that budget envelope.

The post holder will ensure the financial probity and competence of financial management across the division and that effective arrangements are in place to meet legislative and statutory requirements in relation to financial management and internal control.

The post holder is jointly accountable with the corporate management team and all senior management for the delivery of the council's equality strategy 2021-2024 and action plan and will personally lead elements of it and champion it overall.

The post holder will 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 post holder will enable staff in the division to lead cross-council projects on issues as defined by Cabinet. A limited number of reviews per year will tackle complex priority issues and also enable new skills and experiences to be developed by staff to aid their future career development.

The post holder will participate in the council's emergency arrangements as an on-call member and will fully participate in gold and silver arrangements as required, which may require chairing the formal council meetings.

The post holder will ensure that all relevant health & safety legislation and the council's health & safety requirements are reasonably complied with.

The post holder will be required to operate within any relevant delegations as detailed in the council's scheme of delegation of the council's constitution.

The post holder will be required to work some evenings, weekends and occasional public holidays in order to meet service requirements and to ensure appropriate representation of the council with residents, the Leader and Cabinet and all elected Members and external bodies.

This is a politically restricted post under the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990. The individual holding this post cannot have any active political role.

Politically restricted employees are prohibited from:

- standing for office as local councillors, MPs, MEPs, Members of the Welsh Assembly or Members of the Scottish Parliament,
- canvassing on behalf of a political party or a person who is, or seeks to be, a candidate, and
- speaking to the public at large or publishing any written or artistic work that could give the impression of advocating support for a political party.

Accountabilities – Chief Digital Officer and Director of Resident Access

To manage the division, ensuring that the development and transformation of services to meet the new budget envelope in the medium term financial strategy 2021-2024 is delivered.

To provide leadership and professional advice on the digital strategy, design and the management of the council's digital investment programme.

To build support for the take-up of innovative, technology and data led approaches to service delivery transformation and user engagement.

To manage the digital services and ICT teams and all ICT infrastructure across the council and ensure effective commissioning and delivery of Croydon's ICT service in line with its ICT strategy and that all council wide spend on ICT and digital activity is overseen and controlled and that risks to its resilience are tackled and mitigated and cyber-security is upheld.

To be the head of the access to information profession and lead for access to information and transparency across the council, drawing together colleagues involved in information management into one professional community, ensuring standards of managing information and data retention policies are in line with the Data Protection Act 2018, GDPR and other requirements are met and advice to members of the public and elected members is consistent whilst seeking to open up the council and make its operations more transparent and accountable.

The post holder will ensure information management standards are upheld across the council with effective record keeping and archiving in line with the Council's data management policies.

To ensure appropriate information and advice for residents who need access to services is available in an accessible way on line and by telephone and moving in a supported fashion from open face to face services to appointment only as necessary.

To lead the council's corporate complaints function ensuring appropriate responses are sent on time and that data on complaints, response times and subject matter is reported as part of the management information system of the council to corporate and directorate management teams and members to improve services and learn from resident feedback.

To lead the freedom of information and subject matter request function, ensuring timelines for responses are met and that the council seeks to publish more of its own information on line thus reducing the need for residents and others to seek requests of this nature in line with the council's priorities and ways of working.

To ensure the functions of the chief information officer and senior information risk owner are fully met, that the council is compliant with the Data Protection

Act 2018, GDPR and any other information management legislation, that it's data retention policies are up to date and complied with and that a close relationship is maintained with the corporate director for adult social services & health and the corporate director for children, young people and education as the Calidcott Guardians and the Director of Legal Services for the data protection officer function.

To maintain an effective relationship with the Information Commissioner and the Local Government Ombudsman, ensuring their queries are responded to, their reports are published, responses made in a timely fashion, all statutory requirements are complied with and that learning is taken from this.

To oversee the development of and implementation of a new resident access strategy to include Access Croydon and Croydon's Contact Centre.

To provide an effective registrar, bereavement and mortuary service.

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

Accountabilities (all corporate directors and service directors)

Tasks and accountabilities are intended to be a guide to the range and level of work expected of the post holder. This is not an exhaustive list of all tasks that may fall to the post holder and employees will be expected to carry out such other reasonable duties which may be required from time to time.

Strategy

To take a "one Council" approach to deliver more effective outcomes and at all times avoid a silo-ed, single directorate 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 ensure the council listens to and engages residents in the development of ideas, strategies and policies and that co-design and co-production approaches are implemented throughout the directorate.

To contribute fully to the development and implementation of all corporate strategies, the Croydon Renewal Improvement Plan and the council's priorities and ways of working and to act as a project or programme senior responsible owner to lead and ensure the implementation of specific corporate projects as required.

To actively promote the council's priorities and ways of working and the council's leadership framework and values to ensure they are delivered throughout the organisation.

Service quality

To fulfil the best value duty requirements as established by the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which the directorate's functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

Through personal example, commitment and clear action, valuing and celebrating the diversity of Croydon's communities, ensuring an inclusive approach and equality of access and treatment in employment and service delivery.

To develop appropriate service quality measures, targets and outcomes for accountable assessment. To seek out more transparent accountability mechanisms for delivery in the directorate.

To maintain an up to date knowledge of relevant legislation as applicable to the directorate and to the overall council.

To build effective partnerships to harness public, private, voluntary sector and community resources that can help deliver the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To be the council's (officer level) lead representative in a number of partnerships.

To work collaboratively with the trade unions to improve services and solve problems in a coherent and integrated manner.

Performance

To lead and direct the services within the directorate in order to ensure that they deliver effective and efficient services, 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.

To lead, direct and uphold the internal control system that safeguards the residents' interest in the appropriate use of council resources and ensure the system is respected and complied with by all staff in the directorate.

To comply with the requirements of the Council's constitution and the relevant officer and other codes of conduct and ensure through personal leadership that staff in the directorate are familiar with, understand and comply with the requirements also.

To ensure the effective management of data and security of information received and used within the directorate, 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.

Resource management

To lead and direct an effective directorate management team.

To ensure that staff are informed, organised, performance managed, held to account and motivated to deliver high quality and cost effective services.

To uphold the mandatory financial regulations of the council and ensure that they are understood and complied with by the directorate's staff .

To plan and keep under review the services within the directorate to control the budgets within it, manage risk effectively and ensure accountability.

Leadership and Culture

To lead within the directorate and across the council, the change that is needed in order to ensure that adult social care services play their full part in achieving the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To act at all times in ways that create a fully inclusive workplace and operating culture, proactively seeking ways to ensure staff feel valued and that they all belong.

To seek ways to harness and fully develop the potential of staff working in the directorate and develop their talent.

To demonstrate through personal behaviour, active listening to staff and residents in ways that will help rebuild the relationship with the residents of Croydon and seeking out the resident voice to guide and advise the council in its' actions and decision making.

To model the behaviours required of all staff in terms of equality, ethical behaviour, empathy, effective governance, effective internal control, transparency, and openness.

Leadership Framework

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

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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.

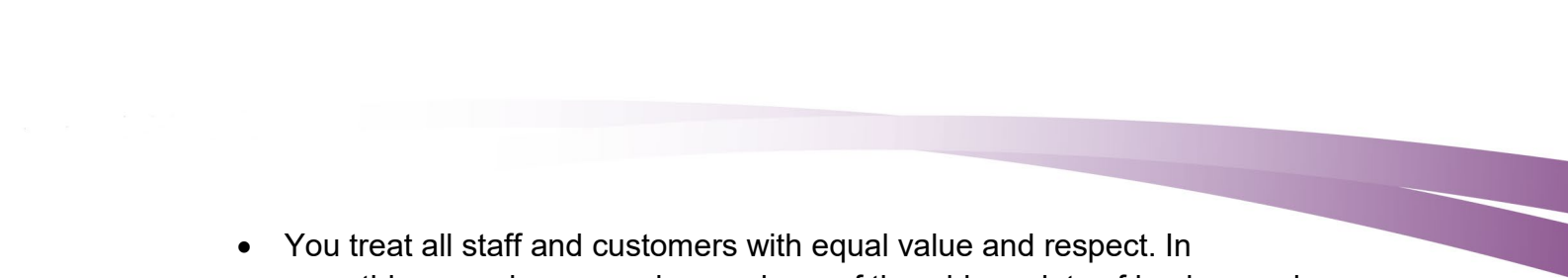
Honest and Open: We work hard to build trust by treating everyone with honesty and integrity

- 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

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- 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.

CROYDON COUNCIL - Job Description

Job title: Director of Adult Social Care Operations (deputy DASS)	Service Area: Adult Social Care Operations	
Directorate: Adult Social Care & Health	Post Number From Oracle	Evaluation Number: From JE system
Grade: 3	Date issued: June 2021 FINAL version	

Croydon Council's priorities

We will live within our means, balance the books and provide value for money for our residents.

We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.

We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.

To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand

Croydon Council's new ways of working

We will practise 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.

Overall purpose of role

As a member of the council's senior management, the **Director of Adult Social Care Operations** will work collaboratively with other directors in the Adult Social Care & Health Directorate, with corporate directors and directors in other directorates, and with the chief executive to deliver the Croydon Renewal Improvement Plan, the council's priorities and ways of working and a financially sustainable budget by March 2024.

The **Director of Adult Social Care Operations** will directly manage a portfolio of adult social care operational services and work to deliver integrated personalised health and social care services as part of delivering the council's commitments to One Croydon Alliance, and promote the corporate competencies and values through day-to-day managerial behaviours.

The **Director of Adult Social Care** will provide high quality professional advice to the corporate director of adult social care & health, the chief executive, Leader and Cabinet, the Scrutiny and Overview Committee, the Health and Well-Being Board and any other external bodies on all matters related to the adult social care operational functions of the council.

Reports to: corporate director for adult social care & health

Responsible for: the delivery of all frontline adult social care operations including, provider services, life services, safeguarding and quality assurance, adult mental health and substance misuse, locality services, community equipment services, 25-65 disability services, the transition of post 18 services for young people with disabilities and supporting the improvement programme for adult social care services helping to deliver the aims of the medium term financial strategy 2021-2024 in reducing the cost of adult social care services.

Job context:

The post holder holds the deputy role of DASS to the corporate director of adult social care & health which holds the statutory post of Director of Adult Social Services (DASS) in accordance with the Local Authority Social Services Act 1970 Section 7 and the May 2006 Guidance on the Statutory Chief Officer Post of the Director of Adult Social Services from the Department of Health.

This post holder is an office holder under the Safeguarding Vulnerable Groups Act 2006 and will be engaged in regulated activity by virtue of undertaking the role and will come within the scope of the Disclosure and Barring Service.

This post holder has responsibility for the local authority functions related to the safeguarding of vulnerable adults.

The postholder will ensure that all vulnerable adults will have their social care needs met in line with the requirements of the Care Act 2014, Mental Health Act 1983, the Mental Capacity Act 2005 and any other relevant legislation.

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.

The post holder has line management responsibility for 7 direct reports, responsibility for all staff in the adult social care operations division and is accountable and responsible for the operational adult social care services delivered.

The post holder is accountable for the adult social care operations **£ XXm** budget and will deliver services and the associated savings programme and transformation projects within that budget envelope.

The post holder will ensure the financial probity and competence of financial management across the adult social care operations division and that effective arrangements are in place to meet legislative and statutory requirements in relation to financial management and internal control.

The post holder is jointly accountable with the corporate management team and all senior management for the delivery of the council's equality strategy 2021-2024 and action plan and will personally lead elements of it and champion it overall.

The post holder will 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 post holder will enable staff in the division to lead cross-council projects on issues as defined by Cabinet. A limited number of reviews per year will tackle complex priority issues and also enable new skills and experiences to be developed by staff to aid their future career development.

The post holder will participate in the council's emergency arrangements as an on-call member and will fully participate in gold and silver arrangements as required, which may require chairing the formal council meetings.

The post holder will ensure that all relevant health & safety legislation and the council's health & safety requirements are reasonably complied with.

The post holder will be required to operate within any relevant delegations as detailed in the council's scheme of delegation of the council's constitution.

The post holder will be required to work some evenings, weekends and occasional public holidays in order to meet service requirements and to ensure appropriate representation of the council with residents, the Leader and Cabinet and all elected Members and external bodies.

This is a politically restricted post under the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990. The individual holding this post cannot have any active political role.

Politically restricted employees are prohibited from:

- standing for office as local councillors, MPs, MEPs, Members of the Welsh Assembly or Members of the Scottish Parliament,
- canvassing on behalf of a political party or a person who is, or seeks to be, a candidate, and
- speaking to the public at large or publishing any written or artistic work that could give the impression of advocating support for a political party.

Accountabilities – Director of Adult Social Care Operations

To manage the division, ensuring the provision of high quality, personalised adult social care operational services that are responsive to the diverse needs of all community members and that enable adults with social care needs to have access to personalised, flexible, integrated care and support that maximises self-directed models, promotes independence, quality of life, dignity and choice whilst safeguarding individuals at risk of harm.

To support the corporate director to ensure that adult safeguarding is a council priority, ensuring that the division's safeguarding procedures and policies operate effectively and through effective performance monitoring and management within the division and through communication and engagement across the council and within multi agency arrangements and that there are clearly communicated and effective safeguarding arrangements to protect adults and carers from harm.

To improve and quality assure professional standards including safeguarding processes and practice, deprivation of liberty safeguards and mental capacity.

To be responsible for safeguarding adults at risk together with the provision of complex social work interventions across all service user groups.

To create an operational environment in which the Principle Social worker can operate effectively challenging service quality and practice and seeking continuous improvement so that the professional capabilities framework can be met across the division.

To lead the development of operational social care services and social work practice to support continuous improvement and ensure that adults are at the centre of both planning and delivery of integrated provision.

To support the Croydon Adult Support Team (the ASC front door) to provide early intervention and prevention services that provide timely support particularly for those in need of support and social care.

To be responsible for ensuring that the work of the service complies with all relevant legislation and statutory guidance including, but not limited to the Care Act 2014, the Mental Health Act 1983 (as amended in 2007), the Mental Capacity Act 2005 and the transformation agendas for health and social care.

To work with the One Croydon Alliance and other NHS providers to enable the integration of community health services and adult social care operational services on a geographic localities model to deliver better outcomes and value for money.

To ensure the provision of high quality adult mental health social care services and assure professional standards are fully maintained in processes

and practice relating to deprivation of liberty safeguards and mental capacity assessments.

The post holder will work closely with the Director of Children's Social Care to deliver a seamless transition to adult social care services for disabled young people from the age of 18.

To ensure that the requirements of legislation and relevant statutory obligations and guidance affecting adult social care are identified and implemented, including appropriate staff training.

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

Ensure equalities is embedded into all aspects of professional and managerial roles in the division and the services delivered and at all times carry out the duties of this post with due regard to the council's policy.

To contribute to the implementation of strategic changes driven by national Government, the Council and /or key partners to enable responsive, effective and efficient adult social care operational services.

To work with a range of partners at a strategic level contributing to the effectiveness of the Health and Wellbeing Board, the Local Safeguarding Adults Board and any other relevant bodies.

Accountabilities (all corporate directors and service directors)

Tasks and accountabilities are intended to be a guide to the range and level of work expected of the post holder. This is not an exhaustive list of all tasks that may fall to the post holder and employees will be expected to carry out such other reasonable duties which may be required from time to time.

Strategy

To take a "one Council" approach to deliver more effective outcomes and at all times avoid a silo-ed, single directorate 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 ensure the council listens to and engages residents in the development of ideas, strategies and policies and that co-design and co-production approaches are implemented throughout the directorate.

To contribute fully to the development and implementation of all corporate strategies, the Croydon Renewal Improvement Plan and the council's priorities and ways of working and to act as a project or programme senior responsible owner to lead and ensure the implementation of specific corporate projects as required.

To actively promote the council's priorities and ways of working and the council's leadership framework and values to ensure they are delivered throughout the organisation.

Service quality

To fulfil the best value duty requirements as established by the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which the directorate's functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

Through personal example, commitment and clear action, valuing and celebrating the diversity of Croydon's communities, ensuring an inclusive approach and equality of access and treatment in employment and service delivery.

To develop appropriate service quality measures, targets and outcomes for accountable assessment. To seek out more transparent accountability mechanisms for delivery in the directorate.

To maintain an up to date knowledge of relevant legislation as applicable to the directorate and to the overall council.

To build effective partnerships to harness public, private, voluntary sector and community resources that can help deliver the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To be the council's (officer level) lead representative in a number of partnerships.

To work collaboratively with the trade unions to improve services and solve problems in a coherent and integrated manner.

Performance

To lead and direct the services within the directorate in order to ensure that they deliver effective and efficient services, 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.

To lead, direct and uphold the internal control system that safeguards the residents' interest in the appropriate use of council resources and ensure the system is respected and complied with by all staff in the directorate.

To comply with the requirements of the Council's constitution and the relevant officer and other codes of conduct and ensure through personal leadership that staff in the directorate are familiar with, understand and comply with the requirements also.

To ensure the effective management of data and security of information received and used within the directorate, 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.

Resource management

To lead and direct an effective divisional management team.

To ensure that staff are informed, organised, performance managed, held to account and motivated to deliver high quality and cost effective services.

To uphold the mandatory financial regulations of the council and ensure that they are understood and complied with by the directorate's staff .

To plan and keep under review the services within the directorate to control the budgets within it, manage risk effectively and ensure accountability.

Leadership and Culture

To lead within the directorate and across the council, the change that is needed in order to ensure that adult social care services play their full part in achieving the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To act at all times in ways that create a fully inclusive workplace and operating culture, proactively seeking ways to ensure staff feel valued and that they all belong.

To seek ways to harness and fully develop the potential of staff working in the directorate and develop their talent.

To demonstrate through personal behaviour, active listening to staff and residents in ways that will help rebuild the relationship with the residents of Croydon and seeking out the resident voice to guide and advise the council in its' actions and decision making.

To model the behaviours required of all staff in terms of equality, ethical behaviour, empathy, effective governance, effective internal control, transparency, and openness.

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 stakeholders 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 stakeholders, 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.

CROYDON COUNCIL - Job Description

Job title: Director of Adult Social Care Policy & Improvement	Service Area: Adult Social Care Policy & Improvement	
Directorate: Adult Social Care & Health	Post Number From Oracle	Evaluation Number: From JE system
Grade: 2	Date issued: June 2021 FINAL version	

Croydon Council's priorities

We will live within our means, balance the books and provide value for money for our residents.

We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.

We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.

To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand

Croydon Council's new ways of working

We will practise 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.

Overall purpose of role

As a member of the council's senior management, the **Director of Adult Social Care Policy & Improvement** will work collaboratively with other directors in the Adult Social Care & Health Directorate, with corporate directors and directors in other directorates, and with the chief executive to deliver the Croydon Renewal Improvement Plan, the council's priorities and ways of working and a financially sustainable budget by March 2024.

The **Director of Adult Social Care Policy & Improvement** act as the head of profession for Commissioning & Procurement functions across the council and will directly manage a portfolio of adult social care policy & improvement services and work to deliver integrated personalised health and social care services as part of delivering the council's commitments to the One Croydon Alliance, and promote the council's corporate competencies and values through day-to-day managerial behaviours.

The **Director of Adult Social Care Policy & Improvement** will provide high quality professional advice to the corporate director of adult social care & health, the chief executive, Leader and Cabinet, the Scrutiny and Overview Committee, the shadow Health and Care Board, the Health and Well-Being Board and any other external bodies on all matters related to the adult social care improvement functions of the council.

Reports to: corporate director for adult social care & health

Responsible for: the head of profession for commissioning and procurement across the council and for the improvement programme for adult social care services helping to deliver the aims of the medium term financial strategy 2021-2024 in reducing the cost of adult social care services, business continuity, resilience and service compliance, and to provide organisational and systems leadership to deliver health and social care integration. Following the outcome of the Commissioning & Procurement review, it is likely adult social care commissioning services will be based in this division.

Job context:

This post holder is an office holder under the Safeguarding Vulnerable Groups Act 2006 and will be engaged in regulated activity by virtue of undertaking the role and will come within the scope of the Disclosure and Barring Service.

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.

The post holder has line management responsibility for 2 direct reports and 2 direct reports funded by the NHS and responsibility for all staff in the adult social care policy & improvement division and is accountable and responsible for the adult social care policy & improvement services delivered.

The post holder is accountable for the adult social care improvement **£ XXm** budget and will deliver services and the associated savings programme and transformation projects within that budget envelope.

The post holder will ensure the financial probity and competence of financial management across the adult social care policy & improvement division and that effective arrangements are in place to meet legislative and statutory requirements in relation to financial management and internal control.

The post holder is jointly accountable with the corporate management team and all senior management for the delivery of the council's equality strategy 2021-2024 and action plan and will personally lead elements of it and champion it overall.

The post holder will 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 post holder will enable staff in the division to lead cross-council projects on issues as defined by Cabinet. A limited number of reviews per year will tackle complex priority issues and also enable new skills and experiences to be developed by staff to aid their future career development.

The post holder will participate in the council's emergency arrangements as an on-call member and will fully participate in gold and silver arrangements as required, which may require chairing the formal council meetings.

The post holder will ensure that all relevant health & safety legislation and the council's health & safety requirements are reasonably complied with.

The post holder will be required to operate within any relevant delegations as detailed in the council's scheme of delegation of the council's constitution.

The post holder will be required to work some evenings, weekends and occasional public holidays in order to meet service requirements and to ensure appropriate representation of the council with residents, the Leader and Cabinet and all elected Members and external bodies.

This is a politically restricted post under the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990. The individual holding this post cannot have any active political role.

Politically restricted employees are prohibited from:

- standing for office as local councillors, MPs, MEPs, Members of the Welsh Assembly or Members of the Scottish Parliament,
- canvassing on behalf of a political party or a person who is, or seeks to be, a candidate, and
- speaking to the public at large or publishing any written or artistic work that could give the impression of advocating support for a political party.

Accountabilities – Director of Adult Social Care Policy & Improvement

To manage the division, ensuring that the development and transformation of services to meet the new budget envelope in the medium term financial strategy 2021-2024 and the integration agenda with the NHS in the One Croydon Alliance. This should result in services which are responsive to the diverse needs of all community members and enable adults with social care needs to have access to personalised, flexible, integrated care and support that maximises self-directed models, promotes independence, quality of life, dignity and choice whilst safeguarding individuals at risk of harm.

To act as an expert leader for system leadership and integrated care by applying creative and innovative techniques to the system integration; taking learning from national and international best practice and non-health care sectors where appropriate.

Following the outcome of the Commissioning & Procurement review, it is likely adult social care commissioning services will be based in this division.

Lead on the development and implementation of innovative, integrated commissioning and contracting mechanisms and shared risk approaches to enable the continued development of the One Croydon Alliance.

To work with the One Croydon Alliance and other NHS providers to enable the integration of community health services and adult social care operational services on a geographic localities model to deliver better outcomes and value for money.

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

Ensure equalities is embedded into all aspects of professional and managerial roles in the division and the services delivered and at all times carry out the duties of this post with due regard to the council's policy.

Contribute to the implementation of strategic changes driven by national Government, the Council and /or key partners to enable responsive, effective and efficient adult social care improvement services.

To work with a range of partners at a strategic level contributing to the effectiveness of the Shadow Health and Care Board, the Health and Wellbeing Board and any other relevant bodies.

To be the head of profession for commissioning and procurement across the council, drawing together managers with commissioning and procurement direct responsibilities into one professional community, ensuring high standards of analysis, use of data and a focus on efficiency across the council.

Accountabilities (all corporate directors and service directors)

Tasks and accountabilities are intended to be a guide to the range and level of work expected of the post holder. This is not an exhaustive list of all tasks that may fall to the post holder and employees will be expected to carry out such other reasonable duties which may be required from time to time.

Strategy

To take a "one Council" approach to deliver more effective outcomes and at all times avoid a silo-ed, single directorate 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 ensure the council listens to and engages residents in the development of ideas, strategies and policies and that co-design and co-production approaches are implemented throughout the directorate.

To contribute fully to the development and implementation of all corporate strategies, the Croydon Renewal Improvement Plan and the council's priorities and ways of working and to act as a project or programme senior responsible owner to lead and ensure the implementation of specific corporate projects as required.

To actively promote the council's priorities and ways of working and the council's leadership framework and values to ensure they are delivered throughout the organisation.

Service quality

To fulfil the best value duty requirements as established by the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which the directorate's functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

Through personal example, commitment and clear action, valuing and celebrating the diversity of Croydon's communities, ensuring an inclusive approach and equality of access and treatment in employment and service delivery.

To develop appropriate service quality measures, targets and outcomes for accountable assessment. To seek out more transparent accountability mechanisms for delivery in the directorate.

To maintain an up to date knowledge of relevant legislation as applicable to the directorate and to the overall council.

To build effective partnerships to harness public, private, voluntary sector and community resources that can help deliver the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To be the council's (officer level) lead representative in a number of partnerships.

To work collaboratively with the trade unions to improve services and solve problems in a coherent and integrated manner.

Performance

To lead and direct the services within the directorate in order to ensure that they deliver effective and efficient services, 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.

To lead, direct and uphold the internal control system that safeguards the residents' interest in the appropriate use of council resources and ensure the system is respected and complied with by all staff in the directorate.

To comply with the requirements of the Council's constitution and the relevant officer and other codes of conduct and ensure through personal leadership that staff in the directorate are familiar with, understand and comply with the requirements also.

To ensure the effective management of data and security of information received and used within the directorate, 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.

Resource management

To lead and direct an effective divisional management team.

To ensure that staff are informed, organised, performance managed, held to account and motivated to deliver high quality and cost effective services.

To uphold the mandatory financial regulations of the council and ensure that they are understood and complied with by the directorate's staff .

To plan and keep under review the services within the directorate to control the budgets within it, manage risk effectively and ensure accountability.

Leadership and Culture

To lead within the directorate and across the council, the change that is needed in order to ensure that adult social care services play their full part in achieving the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To act at all times in ways that create a fully inclusive workplace and operating culture, proactively seeking ways to ensure staff feel valued and that they all belong.

To seek ways to harness and fully develop the potential of staff working in the directorate and develop their talent.

To demonstrate through personal behaviour, active listening to staff and residents in ways that will help rebuild the relationship with the residents of Croydon and seeking out the resident voice to guide and advise the council in its' actions and decision making.

To model the behaviours required of all staff in terms of equality, ethical behaviour, empathy, effective governance, effective internal control, transparency, and openness.

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 stakeholders 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 stakeholders, 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.

CROYDON COUNCIL - Job Description

Job title: Director of Children's Social Care	Service Area: Children's Social Care	
Directorate: Children, Young People & Education	Post Number From Oracle	Evaluation Number: From JE system
Grade: 3	Date issued: June 2021 FINAL	

Croydon Council's priorities

We will live within our means, balance the books and provide value for money for our residents.

We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.

We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.

To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand

Croydon Council's new ways of working

We will practise 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.

Overall purpose of role

As a member of the council's senior management, the **Director of Children's Social Care** will work collaboratively with other directors in the Children, Young People & Education Directorate, with corporate directors and directors in other directorates, and with the chief executive to deliver the Croydon Renewal Improvement Plan, the council's priorities and ways of working and a financially sustainable budget by March 2024.

The **Director of Children's Social Care** will directly manage a portfolio of children's social care services that engage with and champion the needs of children and young people in Croydon, ensure an effective child protection system with robust professional leadership, practice and performance, ensure high quality corporate parenting of looked after children, that fostering and adoption is delivered in a timely and quality manner and manage a stable, well trained and supported children's services workforce, reducing turnover and reliance on agency or interim staff where appropriate and promote the council's corporate competencies and values through day-to-day managerial behaviours.

The **Director of Children's Social Care** will provide high quality professional advice to the corporate director of children, young people & education, the chief executive, Leader and Cabinet, the Scrutiny and Overview Committee, the Children's Improvement Board and any other external bodies on all matters related to the children's social care and youth engagement functions of the council.

Reports to: corporate director for children, young people & education

Responsible for: children's social care, work with families, advice, support and intervention, youth offending services, youth engagement, looked after children, care leavers services, fostering and adoption, workforce development & practice improvement, services for disabled children and young people 0-17 and supporting the improvement programme for children's social care services helping to deliver the aims of the medium term financial strategy 2021-2024 in reducing the cost of children's social care services.

Job context:

This post holder is an office holder under the Safeguarding Vulnerable Groups Act 2006 and will be engaged in regulated activity by virtue of undertaking the role and will come within the scope of the Disclosure and Barring Service.

The post holder is the lead for and link to the Department of Education and other national agencies connected with education.

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.

The post holder has line management responsibility for 4 direct reports and responsibility for all staff in the children's social care division and is accountable and responsible for the children's social care services delivered.

The post holder is accountable for the children's social care £ XXm budget and will deliver services and the associated savings programme and transformation projects within that budget envelope.

The post holder will ensure the financial probity and competence of financial management across the children's social care division and that effective arrangements are in place to meet legislative and statutory requirements in relation to financial management and internal control.

The post holder is jointly accountable with the corporate management team and all senior management for the delivery of the council's equality strategy

2021-2024 and action plan and will personally lead elements of it and champion it overall.

The post holder will 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 post holder will enable staff in the division to lead cross-council projects on issues as defined by Cabinet. A limited number of reviews per year will tackle complex priority issues and also enable new skills and experiences to be developed by staff to aid their future career development.

The post holder will participate in the council's emergency arrangements as an on-call member and will fully participate in gold and silver arrangements as required, which may require chairing the formal council meetings.

The post holder will ensure that all relevant health & safety legislation and the council's health & safety requirements are reasonably complied with.

The post holder will be required to operate within any relevant delegations as detailed in the council's scheme of delegation of the council's constitution.

The post holder will be required to work some evenings, weekends and occasional public holidays in order to meet service requirements and to ensure appropriate representation of the council with residents, the Leader and Cabinet and all elected Members and external bodies.

This is a politically restricted post under the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990. The individual holding this post cannot have any active political role.

Politically restricted employees are prohibited from:

- standing for office as local councillors, MPs, MEPs, Members of the Welsh Assembly or Members of the Scottish Parliament,
- canvassing on behalf of a political party or a person who is, or seeks to be, a candidate, and
- speaking to the public at large or publishing any written or artistic work that could give the impression of advocating support for a political party.

Accountabilities – Director of Children's Social Care

To manage the provision of services for the well-being and safeguarding of children, young people and families in the borough

To ensure statutory requirements are met, ensuring the needs of children at risk are addressed with appropriate agency intervention.

To be the lead on all aspects of corporate parenting and to ensure that excellent outcomes are achieved for the borough's looked after children.

To ensure services provided to children and their families actively address the inequalities experienced by the diverse communities in Croydon

To develop a borough wide focus on prevention and early intervention across the service, through building and maintaining progressive delivery partnerships.

To leading and developing workforce expertise and capability in the service to ensure LBC has a sustainable and motivated workforce to deliver the best outcomes for children.

To lead the effective delivery of a workforce development and planning function to ensure the directorate has staff being continuously developed to provide high quality services and a pipeline of diverse talented staff to meet its needs.

To lead youth engagement services through the development and delivery of new approaches to youth provision including through "onside" and maximising opportunities of widening the youth offer through schools.

To champion and drive forward the work of the youth parliament

To ensure the delivery of an effective children in care council

To work closely with the Director for Quality, Policy & Performance Improvement to help deliver the aims of the medium term financial strategy 2021-2024 in reducing the cost of children's social care services.

To deliver a high quality service for disabled children and young people 0-17 aimed at maximising their independence and work closely with the Director of Adult Social Care Operations to ensure the smooth transition of young people with disabilities from the age of 17.

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

Ensure equalities is embedded into all aspects of professional and managerial roles in the division and the services delivered and at all times carry out the duties of this post with due regard to the council's policy.

Contribute to the implementation of strategic changes driven by national Government, the council and /or key partners to enable responsive, effective and efficient children's social care services.

To work with a range of partners at a strategic level contributing to the effectiveness of the children's improvement board, care leaver's council, youth parliament, children's safeguarding partnership and any other relevant bodies.

Accountabilities (all corporate directors and service directors)

Tasks and accountabilities are intended to be a guide to the range and level of work expected of the post holder. This is not an exhaustive list of all tasks that may fall to the post holder and employees will be expected to carry out such other reasonable duties which may be required from time to time.

Strategy

To take a “one Council” approach to deliver more effective outcomes and at all times avoid a silo-ed, single directorate 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 ensure the council listens to and engages residents in the development of ideas, strategies and policies and that co-design and co-production approaches are implemented throughout the directorate.

To contribute fully to the development and implementation of all corporate strategies, the Croydon Renewal Improvement Plan and the council’s priorities and ways of working and to act as a project or programme senior responsible owner to lead and ensure the implementation of specific corporate projects as required.

To actively promote the council’s priorities and ways of working and the council’s leadership framework and values to ensure they are delivered throughout the organisation.

Service quality

To fulfil the best value duty requirements as established by the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which the directorate’s functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

Through personal example, commitment and clear action, valuing and celebrating the diversity of Croydon’s communities, ensuring an inclusive approach and equality of access and treatment in employment and service delivery.

To develop appropriate service quality measures, targets and outcomes for accountable assessment. To seek out more transparent accountability mechanisms for delivery in the directorate.

To maintain an up to date knowledge of relevant legislation as applicable to the directorate and to the overall council.

To build effective partnerships to harness public, private, voluntary sector and community resources that can help deliver the Croydon Renewal Improvement Plan and the council’s priorities and ways of working.

To be the council's (officer level) lead representative in a number of partnerships.

To work collaboratively with the trade unions to improve services and solve problems in a coherent and integrated manner.

Performance

To lead and direct the services within the directorate in order to ensure that they deliver effective and efficient services, 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.

To lead, direct and uphold the internal control system that safeguards the residents' interest in the appropriate use of council resources and ensure the system is respected and complied with by all staff in the directorate.

To comply with the requirements of the Council's constitution and the relevant officer and other codes of conduct and ensure through personal leadership that staff in the directorate are familiar with, understand and comply with the requirements also.

To ensure the effective management of data and security of information received and used within the directorate, 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.

Resource management

To lead and direct an effective divisional management team.

To ensure that staff are informed, organised, performance managed, held to account and motivated to deliver high quality and cost effective services.

To uphold the mandatory financial regulations of the council and ensure that they are understood and complied with by the directorate's staff .

To plan and keep under review the services within the directorate to control the budgets within it, manage risk effectively and ensure accountability.

Leadership and Culture

To lead within the directorate and across the council, the change that is needed in order to ensure that adult social care services play their full part in achieving the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To act at all times in ways that create a fully inclusive workplace and operating culture, proactively seeking ways to ensure staff feel valued and that they all belong.

To seek ways to harness and fully develop the potential of staff working in the directorate and develop their talent.

To demonstrate through personal behaviour, active listening to staff and residents in ways that will help rebuild the relationship with the residents of Croydon and seeking out the resident voice to guide and advise the council in its' actions and decision making.

To model the behaviours required of all staff in terms of equality, ethical behaviour, empathy, effective governance, effective internal control, transparency, and openness.

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 stakeholders 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 stakeholders, 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.

CROYDON COUNCIL - Job Description

Job title: Director of Commercial Investment & Capital	Service Area: Commercial Investment & Capital	
Directorate: Resources	Post Number From Oracle	Evaluation Number: From JE system
Grade: 2	Date issued: June 2021 FINAL	

Croydon Council's priorities

We will live within our means, balance the books and provide value for money for our residents.

We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.

We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.

To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand

Croydon Council's new ways of working

We will practise 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.

Overall purpose of role

As a member of the council's senior management, the **Director of Commercial Investment & Capital** will work collaboratively with other directors in the resources directorate, with corporate directors and directors in other directorates, and with the chief executive to deliver the Croydon Renewal Improvement Plan, the council's priorities and ways of working and a financially sustainable budget by March 2024.

The **Director of Commercial Investment & Capital** will be responsible for managing the council's current portfolio of investments including the revolving investment and asset investment fund & shareholdings acting as the corporate client to Brick by Brick and Croydon Affordable Housing, minimising risk, improving efficiency and leveraging the council's assets to enhance the ability to contribute towards balancing the MTFS, delivery of the council's capital programme for the council's infrastructure and schools (non highways and HRA), managing an effective facilities and asset management service, health and safety service for all council services, and promoting the council corporate competencies and values through day-to-day managerial behaviours.

The **Director of Commercial Investment & Capital** will provide high quality professional advice to the corporate director of resources, the chief executive, Leader and Cabinet, the Scrutiny and Overview Committee, the General Purposes and Audit Committee, the Shareholder Board and any other external bodies on all commercial investment and capital matters related to the functions of the council.

Reports to: corporate director of resources

Responsible for: asset acquisition, management and disposals, health and safety, fire safety, client to the council's shareholdings and other entities, management of investment funds, capital programme delivery for council infrastructure and schools (non HRA), and facilities and asset management.

Job context:

The post holder ensures on behalf of the chief executive and elected members, a safe system of work is present in the authority and that it is in compliance with the Health and Safety at Work Act 1974 and other legislation including the 2021 Fire Safety Act.

This post holder is an office holder under the Safeguarding Vulnerable Groups Act 2006 and will be engaged in regulated activity by virtue of undertaking the role and will come within the scope of the Disclosure and Barring Service.

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.

The post holder has line management responsibility for 2 direct reports and responsibility for all staff in the commercial investment and capital division and is accountable and responsible for those commercial investment and capital services delivered.

The post holder is accountable for the commercial investment and capital **£ XXm** budget and will deliver services and the associated savings programme and transformation projects within that budget envelope.

The post holder will ensure the financial probity and competence of financial management across the commercial investment and capital division and that effective arrangements are in place to meet legislative and statutory requirements in relation to financial management and internal control.

The post holder is jointly accountable with the corporate management team and all senior management for the delivery of the council's equality strategy

2021-2024 and action plan and will personally lead elements of it and champion it overall.

The post holder will 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 post holder will enable staff in the division to lead cross-council projects on issues as defined by Cabinet. A limited number of reviews per year will tackle complex priority issues and also enable new skills and experiences to be developed by staff to aid their future career development.

The post holder will participate in the council's emergency arrangements as an on-call member and will fully participate in gold and silver arrangements as required, which may require chairing the formal council meetings.

The post holder will ensure that all relevant health & safety legislation and the council's health & safety requirements are reasonably complied with.

The post holder will be required to operate within any relevant delegations as detailed in the council's scheme of delegation of the council's constitution.

The post holder will be required to work some evenings, weekends and occasional public holidays in order to meet service requirements and to ensure appropriate representation of the council with residents, the Leader and Cabinet and all elected Members and external bodies.

This is a politically restricted post under the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990. The individual holding this post cannot have any active political role.

Politically restricted employees are prohibited from:

- standing for office as local councillors, MPs, MEPs, Members of the Welsh Assembly or Members of the Scottish Parliament,
- canvassing on behalf of a political party or a person who is, or seeks to be, a candidate, and
- speaking to the public at large or publishing any written or artistic work that could give the impression of advocating support for a political party.

Accountabilities – Director of Commercial Investment and Capital

To manage the division, ensuring that the development and transformation of services to meet the new budget envelope in the medium term financial strategy 2021-2024 is delivered.

To lead the council's commercial resources and provide expert property and commercial services working very closely with client divisions and finance, legal and commissioning services to ensure that it provides value and the required quality of property services for users.

To provide expert guidance and advice on commercial issues helping to support the financial sustainability of the council and deliver value for money for residents.

To lead on and deliver any land or property based commercial transactions, including housing disposals and acquisitions ensuring adequate protection of the council's position.

To manage the Council's assets acquired under the revolving investment fund and asset investment fund to minimise risk and seek return on the investments in line with council decisions.

To ensure robust governance and control around the council's shareholdings and other entities, asset investment funds and any other externalised or shared entities and provide regular reports to the Shareholder Board, and any other bodies as required.

To oversee the recruitment of non-executive directors to all council company boards in accordance with the articles of association, ensuring adequate training, development and support to facilitate the efficient execution of their duties and ensure effective feedback is received to advise members at the Shareholder Board.

To ensure all shareholder requirements are met contractually and operationally and the governance requirements of the council are upheld.

To act as the client representative on all future affordable housing development including the acquisition of land by the HRA and deal with all GLA grant claims and RTB funding.

To manage all asset purchases and disposals, including land, private properties for social housing, commercial property for HRA and general fund and capital programme.

To create and maintain an asset management register and disposals strategy that supports the delivery of the medium term financial strategy 2021- 2024.

To create and maintain a property asset register that documents all council owned assets, their use, value, risks and accountable officers.

To manage an effective and efficient facilities and asset management service for all council properties.

To ensure a corporate health and safety board meets a regular basis with trade union representation as part of system of internal control.

To provide advice and guidance to the council on all aspects of health and safety and environmental matters and to ensure compliance with all health and safety requirements.

To oversee and ensure the delivery of the council's capital programme for schools and the council's infrastructure, working to the relevant client schools and other teams providing commercial, technical and contract management experience to deliver capital projects within time and budget.

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

Accountabilities (all corporate directors and service directors)

Tasks and accountabilities are intended to be a guide to the range and level of work expected of the post holder. This is not an exhaustive list of all tasks that may fall to the post holder and employees will be expected to carry out such other reasonable duties which may be required from time to time.

Strategy

To take a "one Council" approach to deliver more effective outcomes and at all times avoid a silo-ed, single directorate 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 ensure the council listens to and engages residents in the development of ideas, strategies and policies and that co-design and co-production approaches are implemented throughout the directorate.

To contribute fully to the development and implementation of all corporate strategies, the Croydon Renewal Improvement Plan and the council's priorities and ways of working and to act as a project or programme senior responsible owner to lead and ensure the implementation of specific corporate projects as required.

To actively promote the council's priorities and ways of working and the council's leadership framework and values to ensure they are delivered throughout the organisation.

Service quality

To fulfil the best value duty requirements as established by the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which the directorate's functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

Through personal example, commitment and clear action, valuing and celebrating the diversity of Croydon's communities, ensuring an inclusive approach and equality of access and treatment in employment and service delivery.

To develop appropriate service quality measures, targets and outcomes for accountable assessment. To seek out more transparent accountability mechanisms for delivery in the directorate.

To maintain an up to date knowledge of relevant legislation as applicable to the directorate and to the overall council.

To build effective partnerships to harness public, private, voluntary sector and community resources that can help deliver the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To be the council's (officer level) lead representative in a number of partnerships.

To work collaboratively with the trade unions to improve services and solve problems in a coherent and integrated manner.

Performance

To lead and direct the services within the directorate in order to ensure that they deliver effective and efficient services, 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.

To lead, direct and uphold the internal control system that safeguards the residents' interest in the appropriate use of council resources and ensure the system is respected and complied with by all staff in the directorate.

To comply with the requirements of the Council's constitution and the relevant officer and other codes of conduct and ensure through personal leadership that staff in the directorate are familiar with, understand and comply with the requirements also.

To ensure the effective management of data and security of information received and used within the directorate, 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.

Resource management

To lead and direct an effective divisional management team.

To ensure that staff are informed, organised, performance managed, held to account and motivated to deliver high quality and cost effective services.

To uphold the mandatory financial regulations of the council and ensure that they are understood and complied with by the directorate's staff .

To plan and keep under review the services within the directorate to control the budgets within it, manage risk effectively and ensure accountability.

Leadership and Culture

To lead within the directorate and across the council, the change that is needed in order to ensure that adult social care services play their full part in achieving the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To act at all times in ways that create a fully inclusive workplace and operating culture, proactively seeking ways to ensure staff feel valued and that they all belong.

To seek ways to harness and fully develop the potential of staff working in the directorate and develop their talent.

To demonstrate through personal behaviour, active listening to staff and residents in ways that will help rebuild the relationship with the residents of Croydon and seeking out the resident voice to guide and advise the council in its' actions and decision making.

To model the behaviours required of all staff in terms of equality, ethical behaviour, empathy, effective governance, effective internal control, transparency, and openness.

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 stakeholders 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 stakeholders, 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

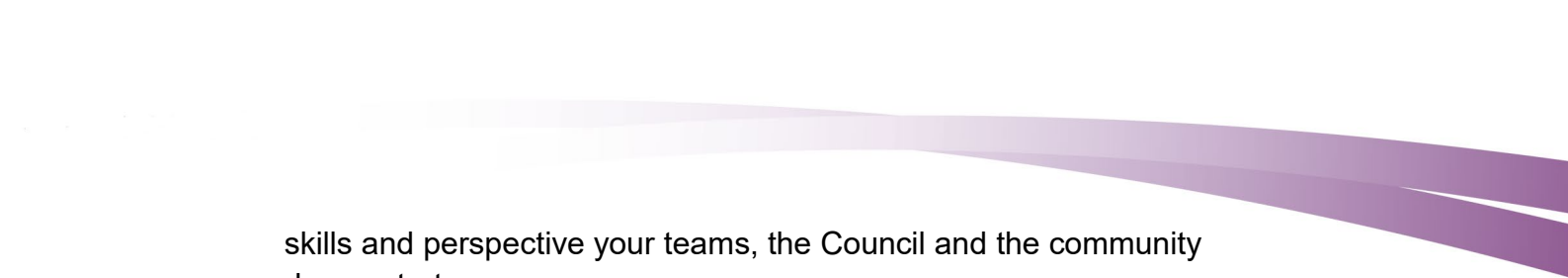
- You think through who needs to understand what during communication; and take care to communicate detail clearly. You take people's views into account continuously. You trust people, colleagues and staff, to do their best and deal with any issues positively.

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.

CROYDON COUNCIL - Job Description

Job title: Director of Culture & Community Safety	Service Area: Culture & Community Safety	
Directorate: Sustainable Communities, Regeneration & Economic Recovery	Post Number From Oracle	Evaluation Number: From JE system
Grade: 2	Date issued: June 2021 FINAL	

Croydon Council's priorities

We will live within our means, balance the books and provide value for money for our residents.

We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.

We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.

To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand

Croydon Council's new ways of working

We will practise 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.

Overall purpose of role

As a member of the council's senior management, the **Director of Culture & Community Safety** will work collaboratively with other directors in the sustainable communities, regeneration and economic recovery directorate, with corporate directors and directors in other directorates, and with the chief executive to deliver the Croydon Renewal Improvement Plan, the council's priorities and ways of working and a financially sustainable budget by March 2024.

The **Director of Culture & Community Safety** leads and advises on violence reduction and community safety on behalf of the council and the Safer Croydon Partnership, manages the library and leisure services and the museum of Croydon, plans for the Borough of Culture in 2023 and develops a cultural offer which engages communities and supports a healthy lifestyle and promotes the council's corporate competencies and values through day-to-day managerial behaviours.

The **Director of Culture & Community Safety** will provide high quality professional advice to the corporate director of sustainable communities, regeneration & economic recovery, the chief executive, Leader and Cabinet, the Scrutiny and Overview Committee, the Health and Well-Being Board and any other external bodies on all public health and community services matters related to the functions of the council.

Reports to: corporate director of sustainable communities, regeneration & economic recovery

Responsible for: leisure services, library services, music and arts service, the Croydon Museum, archives, the family justice unit, CCTV services, the data hub, anti social behaviour unit and the PREVENT service.

Job context:

This post holder is an office holder under the Safeguarding Vulnerable Groups Act 2006 and will be engaged in regulated activity by virtue of undertaking the role and will come within the scope of the Disclosure and Barring Service.

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.

The post holder has line management responsibility for 2 direct reports and responsibility for all staff in the culture and community safety division and is accountable and responsible for the services delivered.

The post holder is accountable for the division's £ XXm budget and will deliver services and the associated savings programme and transformation projects within that budget envelope.

The post holder will ensure the financial probity and competence of financial management across the division and that effective arrangements are in place to meet legislative and statutory requirements in relation to financial management and internal control.

The post holder is jointly accountable with the corporate management team and all senior management for the delivery of the council's equality strategy 2021-2024 and action plan and will personally lead elements of it and champion it overall.

The post holder will 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 post holder will enable staff in the division to lead cross-council projects on issues as defined by Cabinet. A limited number of reviews per year will tackle complex priority issues and also enable new skills and experiences to be developed by staff to aid their future career development.

The post holder will participate in the council's emergency arrangements as an on-call member and will fully participate in gold and silver arrangements as required, which may require chairing the formal council meetings.

The post holder will ensure that all relevant health & safety legislation and the council's health & safety requirements are reasonably complied with.

The post holder will be required to operate within any relevant delegations as detailed in the council's scheme of delegation of the council's constitution.

The post holder will be required to work some evenings, weekends and occasional public holidays in order to meet service requirements and to ensure appropriate representation of the council with residents, the Leader and Cabinet and all elected Members and external bodies.

This is a politically restricted post under the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990. The individual holding this post cannot have any active political role.

Politically restricted employees are prohibited from:

- standing for office as local councillors, MPs, MEPs, Members of the Welsh Assembly or Members of the Scottish Parliament,
- canvassing on behalf of a political party or a person who is, or seeks to be, a candidate, and
- speaking to the public at large or publishing any written or artistic work that could give the impression of advocating support for a political party.

Accountabilities – Director of Culture and Community Safety

To manage the division, ensuring that the development and transformation of services to meet the new budget envelope in the medium term financial strategy 2021-2024 is delivered.

To oversee and give direction to the violence reduction service to ensure that outcomes are delivered.

To ensure the development and maintenance of effective formal and statutory partnerships in the Safer Croydon Partnership to ensure that partners work together in trust and to jointly agreed objectives and action.

To ensure effective formal relationships with key stakeholders such as the Youth Justice Board and Safeguarding Boards are built and maintained to

ensure they are aware of and deliver their responsibilities with regard to community safety.

To ensure the production of the Croydon Community Safety Strategy and the Croydon Community Safety Partnership's Strategic Needs Assessment for the Safer Croydon Partnership.

To be accountable for the development, implementation review, monitoring and evaluation of the CCTV service and borough surveillance infrastructure including the out of hours call handling service.

To ensure the development and the delivery of effective communications in relation to community safety and violence reduction to reduce the fear of crime.

To ensure that effective community safety research is undertaken including developing the quality of research and audit within the division and commissioning research, audits and evaluations as required.

To work closely with the Leader, portfolio holder and corporate director of sustainable communities, regeneration & economic recovery on the cultural and arts offer in the borough in preparation for the Borough of Culture in 2023 and ensure opportunities for regeneration are also maximised through close liaison with the Director of Planning and Sustainable Regeneration.

To oversee the delivery of the leisure, museum and library services and advise members on effective future models of provision, maximising their potential to support living healthily and accessing skills and employment post the pandemic.

To oversee the delivery of the council's statutory responsibilities in regard to the provision of a library service and the review and realignment of the Croydon Libraries Plan 2019-2028 and provide the strategic leadership for the delivery of statutory Universal Offers through (Libraries Connected) delivered at a national level.

To maximise the contribution of the music and arts service to the community and cultural services of the borough and ensure close liaison with the Corporate Director of Children, Young People and Education services.

To manage relationships with stakeholders including Arts Council England, Croydon cultural stakeholders, developers and landowners, other funders.

To act as the client for the Fairfield Halls recognising its importance as a major cultural hub and incubator for arts and culture for the borough.

To lead initiatives which support the development of cultural and creative business and employment clusters and that help people to live well and healthily.

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

Accountabilities (all corporate directors and service directors)

Tasks and accountabilities are intended to be a guide to the range and level of work expected of the post holder. This is not an exhaustive list of all tasks that may fall to the post holder and employees will be expected to carry out such other reasonable duties which may be required from time to time.

Strategy

To take a “one Council” approach to deliver more effective outcomes and at all times avoid a silo-ed, single directorate 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 ensure the council listens to and engages residents in the development of ideas, strategies and policies and that co-design and co-production approaches are implemented throughout the directorate.

To contribute fully to the development and implementation of all corporate strategies, the Croydon Renewal Improvement Plan and the council’s priorities and ways of working and to act as a project or programme senior responsible owner to lead and ensure the implementation of specific corporate projects as required.

To actively promote the council’s priorities and ways of working and the council’s leadership framework and values to ensure they are delivered throughout the organisation.

Service quality

To fulfil the best value duty requirements as established by the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which the directorate’s functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

Through personal example, commitment and clear action, valuing and celebrating the diversity of Croydon’s communities, ensuring an inclusive approach and equality of access and treatment in employment and service delivery.

To develop appropriate service quality measures, targets and outcomes for accountable assessment. To seek out more transparent accountability mechanisms for delivery in the directorate.

To maintain an up to date knowledge of relevant legislation as applicable to the directorate and to the overall council.

To build effective partnerships to harness public, private, voluntary sector and community resources that can help deliver the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To be the council's (officer level) lead representative in a number of partnerships.

To work collaboratively with the trade unions to improve services and solve problems in a coherent and integrated manner.

Performance

To lead and direct the services within the directorate in order to ensure that they deliver effective and efficient services, 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.

To lead, direct and uphold the internal control system that safeguards the residents' interest in the appropriate use of council resources and ensure the system is respected and complied with by all staff in the directorate.

To comply with the requirements of the Council's constitution and the relevant officer and other codes of conduct and ensure through personal leadership that staff in the directorate are familiar with, understand and comply with the requirements also.

To ensure the effective management of data and security of information received and used within the directorate, 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.

Resource management

To lead and direct an effective directorate management team.

To ensure that staff are informed, organised, performance managed, held to account and motivated to deliver high quality and cost effective services.

To uphold the mandatory financial regulations of the council and ensure that they are understood and complied with by the directorate's staff .

To plan and keep under review the services within the directorate to control the budgets within it, manage risk effectively and ensure accountability.

Leadership and Culture

To lead within the directorate and across the council, the change that is needed in order to ensure that adult social care services play their full part in achieving the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To act at all times in ways that create a fully inclusive workplace and operating culture, proactively seeking ways to ensure staff feel valued and that they all belong.

To seek ways to harness and fully develop the potential of staff working in the directorate and develop their talent.

To demonstrate through personal behaviour, active listening to staff and residents in ways that will help rebuild the relationship with the residents of Croydon and seeking out the resident voice to guide and advise the council in its' actions and decision making.

To model the behaviours required of all staff in terms of equality, ethical behaviour, empathy, effective governance, effective internal control, transparency, and openness.

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 stakeholders 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 stakeholders, 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.

CROYDON COUNCIL - Job Description

Job title: Director of Education	Service Area: Education	
Directorate: Children, Young People & Education	Post Number From Oracle	Evaluation Number: From JE system
Grade: 2	Date issued: June 2021 FINAL	

Croydon Council's priorities

We will live within our means, balance the books and provide value for money for our residents.

We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.

We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.

To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand

Croydon Council's new ways of working

We will practise 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.

Overall purpose of role

As a member of the council's senior management, the **Director of Education** will work collaboratively with other directors in the Children, Young People & Education Directorate, with corporate directors and directors in other directorates, and with the chief executive to deliver the Croydon Renewal Improvement Plan, the council's priorities and ways of working and a financially sustainable budget by March 2024.

The **Director of Education** will directly manage a portfolio of education services that ensure children are given the best start in life and are able to achieve their potential, to raise attainment, address the causes of inequalities in educational outcomes, ensure no child is left behind by reducing inequalities and promote the council's corporate competencies and values through day-to-day managerial behaviours.

The **Director of Education** will provide high quality professional advice to the corporate director of children, young people & education, the chief executive, Leader and Cabinet, the Scrutiny and Overview Committee, the Schools Forum and any other external bodies on all matters related to the education functions of the council.

Reports to: corporate director for children, young people & education

Responsible for: education standards, partnership commissioning and learning access, admissions and school place planning, children's centres and parenting, early years, SEND, and the virtual school for looked after children, post-16 education, NEET, traded services offer to education providers and healthy schools.

Job context:

This post holder is an office holder under the Safeguarding Vulnerable Groups Act 2006 and will be engaged in regulated activity by virtue of undertaking the role and will come within the scope of the Disclosure and Barring Service.

The post holder is the lead for and link to the Department of Education and other national agencies connected with education.

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.

The post holder has line management responsibility for 4 direct reports and responsibility for all staff in the education division and is accountable and responsible for the education services delivered.

The post holder is accountable for the education **£ XXm** budget and will deliver services and the associated savings programme and transformation projects within that budget envelope.

The post holder will ensure the financial probity and competence of financial management across the education division and that effective arrangements are in place to meet legislative and statutory requirements in relation to financial management and internal control.

The post holder is jointly accountable with the corporate management team and all senior management for the delivery of the council's equality strategy 2021-2024 and action plan and will personally lead elements of it and champion it overall.

The post holder will 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 post holder will enable staff in the division to lead cross-council projects on issues as defined by Cabinet. A limited number of reviews per year will tackle complex priority issues and also enable new skills and experiences to be developed by staff to aid their future career development.

The post holder will participate in the council's emergency arrangements as an on-call member and will fully participate in gold and silver arrangements as required, which may require chairing the formal council meetings.

The post holder will ensure that all relevant health & safety legislation and the council's health & safety requirements are reasonably complied with.

The post holder will be required to operate within any relevant delegations as detailed in the council's scheme of delegation of the council's constitution.

The post holder will be required to work some evenings, weekends and occasional public holidays in order to meet service requirements and to ensure appropriate representation of the council with residents, the Leader and Cabinet and all elected Members and external bodies.

This is a politically restricted post under the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990. The individual holding this post cannot have any active political role.

Politically restricted employees are prohibited from:

- standing for office as local councillors, MPs, MEPs, Members of the Welsh Assembly or Members of the Scottish Parliament,
- canvassing on behalf of a political party or a person who is, or seeks to be, a candidate, and
- speaking to the public at large or publishing any written or artistic work that could give the impression of advocating support for a political party.

Accountabilities – Director of Education

As the professional lead for education, lead the development of strategy and plans which deliver excellent educational outcomes and learner-focused services from birth to 18, including post-16

Provide advice to elected members and work collaboratively with officers on all aspects of education to ensure that education planning is integrated across key areas of the council.

To meet the council's statutory obligations in respect of education improvement, taking direct responsibility for intervention and ensuring effective commissioning, monitoring, supporting and challenging schools, early years settings and other education providers, to halt any emerging

declines in standards and to put in place interventions which ensure rapid improvement where necessary.

To deliver statutory responsibilities in relation to: SEND, school attendance, exclusions, those Not in Education, Employment or Training (NEETS), and SACRE, as well as admissions and schools place planning, and the delivery of the Schools Forum requirements.

To deliver statutory responsibilities to children who are looked after in relation to their education provision and support.

To ensure there is sufficient supply of good school (including Early Years) places for all children.

Lead the review and delivery of the council's SEN Strategy securing provision to match SEN and disabled learners' needs.

Deliver an education service that improves access and attendance and raises levels of achievement and attainment including reducing inequalities in outcomes;

To have strategic oversight of the traded services offer to education provision

To work in Partnership with the Director of Planning and Sustainable Regeneration in relation to CALAT to ensure there is cohesion in delivering education priorities.

Lead on education standards, commissioning and learning access, including:

- Devising, implementing and monitoring plans and strategies for educational improvement and attainment across schools, colleges, Early Years settings and other education providers including improved standards for under performing groups of pupils, mainly through the council's commissioning relationships
- Ensuring effective delivery of the virtual school for looked after children to ensure that they receive the support required to fulfil their learning potential.
- Ensuring effective statutory educational welfare services to secure high levels of school attendance
- Ensuring delivery of effective pupil referral provision as appropriate for appropriate children and young people.
- Ensuring delivery of statutory services through children's centre commissioning.
- Ensuring the LA has an effective education partnership with a focus on borough priorities
- The strategic oversight of the education traded services offer

Lead in relation to schools admissions and place planning, including:

- Facilitating the provision of sufficient school places in the right locations, including effective forward planning base on robust data

projections and working with the capital delivery team to ensure delivery to time and cost.

- Facilitating the provision of high quality school admissions service with a focus on customer care.
- Fostering good relationships between the council, Government Bodies, Schools, their staff, governors and other partners (including Academy trusts).

To maintain an effective working relationship with the Director of Culture & Community Services and the Head of Croydon Music and Arts.

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

Ensure equalities is embedded into all aspects of professional and managerial roles in the division and the services delivered and at all times carry out the duties of this post with due regard to the council's policy.

Contribute to the implementation of strategic changes driven by national Government, the Council and /or key partners to enable responsive, effective and efficient adult social care improvement services.

To work with a range of partners at a strategic level contributing to the effectiveness of the Schools Forum and any other relevant bodies.

Accountabilities (all corporate directors and service directors)

Tasks and accountabilities are intended to be a guide to the range and level of work expected of the post holder. This is not an exhaustive list of all tasks that may fall to the post holder and employees will be expected to carry out such other reasonable duties which may be required from time to time.

Strategy

To take a "one Council" approach to deliver more effective outcomes and at all times avoid a silo-ed, single directorate 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 ensure the council listens to and engages residents in the development of ideas, strategies and policies and that co-design and co-production approaches are implemented throughout the directorate.

To contribute fully to the development and implementation of all corporate strategies, the Croydon Renewal Improvement Plan and the council's priorities and ways of working and to act as a project or programme senior responsible owner to lead and ensure the implementation of specific corporate projects as required.

To actively promote the council's priorities and ways of working and the council's leadership framework and values to ensure they are delivered throughout the organisation.

Service quality

To fulfil the best value duty requirements as established by the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which the directorate's functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

Through personal example, commitment and clear action, valuing and celebrating the diversity of Croydon's communities, ensuring an inclusive approach and equality of access and treatment in employment and service delivery.

To develop appropriate service quality measures, targets and outcomes for accountable assessment. To seek out more transparent accountability mechanisms for delivery in the directorate.

To maintain an up to date knowledge of relevant legislation as applicable to the directorate and to the overall council.

To build effective partnerships to harness public, private, voluntary sector and community resources that can help deliver the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To be the council's (officer level) lead representative in a number of partnerships.

To work collaboratively with the trade unions to improve services and solve problems in a coherent and integrated manner.

Performance

To lead and direct the services within the directorate in order to ensure that they deliver effective and efficient services, 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.

To lead, direct and uphold the internal control system that safeguards the residents' interest in the appropriate use of council resources and ensure the system is respected and complied with by all staff in the directorate.

To comply with the requirements of the Council's constitution and the relevant officer and other codes of conduct and ensure through personal leadership that staff in the directorate are familiar with, understand and comply with the requirements also.

To ensure the effective management of data and security of information received and used within the directorate, 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.

Resource management

To lead and direct an effective divisional management team.

To ensure that staff are informed, organised, performance managed, held to account and motivated to deliver high quality and cost effective services.

To uphold the mandatory financial regulations of the council and ensure that they are understood and complied with by the directorate's staff .

To plan and keep under review the services within the directorate to control the budgets within it, manage risk effectively and ensure accountability.

Leadership and Culture

To lead within the directorate and across the council, the change that is needed in order to ensure that adult social care services play their full part in achieving the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To act at all times in ways that create a fully inclusive workplace and operating culture, proactively seeking ways to ensure staff feel valued and that they all belong.

To seek ways to harness and fully develop the potential of staff working in the directorate and develop their talent.

To demonstrate through personal behaviour, active listening to staff and residents in ways that will help rebuild the relationship with the residents of Croydon and seeking out the resident voice to guide and advise the council in its' actions and decision making.

To model the behaviours required of all staff in terms of equality, ethical behaviour, empathy, effective governance, effective internal control, transparency, and openness.

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 stakeholders deliver a desired outcome.

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Enabling and Facilitating the Community – You create effective collaboration between stakeholders, 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

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- 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.

CROYDON COUNCIL - Job Description

Job title: Director of Finance (deputy S151)	Service Area: Finance	
Directorate: Resources	Post Number From Oracle	Evaluation Number: From JE system
Grade: 2	Date issued: June 2021 FINAL	

Croydon Council's priorities

We will live within our means, balance the books and provide value for money for our residents.

We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.

We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.

To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand

Croydon Council's new ways of working

We will practise 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.

Overall purpose of role

As a member of the council's senior management, the **Director of Finance** will work collaboratively with other directors in the resources directorate, with corporate directors and directors in other directorates, and with the chief executive to deliver the Croydon Renewal Improvement Plan, the council's priorities and ways of working and a financially sustainable budget by March 2024.

The **Director of Finance** will provide budget management, planning and reporting (GF, HRA and Capital), support to all directorates through the heads of finance / business partners, treasury management, payments, revenues, benefits and debt services and promote the council's corporate competencies and values through day-to-day managerial behaviours.

The **Director of Finance** will provide high quality professional advice to the corporate director of resources, the chief executive, Leader and Cabinet, the Scrutiny and Overview Committee, the General Purposes and Audit Committee and any other external bodies on all finance matters related to the functions of the council.

Reports to: corporate director of resources

Responsible for: heads of finance / business partner support to directorates, management of the finance function and treasury management.

Job context:

The post incorporates the role of deputy S151 officer to the statutory role of Section 151 of the Local Government Act 1972 which is held by the corporate director of resources.

This post holder is an office holder under the Safeguarding Vulnerable Groups Act 2006 and will be engaged in regulated activity by virtue of undertaking the role and will come within the scope of the Disclosure and Barring Service.

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.

The post holder has line management responsibility for 6 direct reports and responsibility for all staff in the finance division and is accountable and responsible for those finance services delivered.

The post holder is accountable for the finance **£ XXm** budget and will deliver services and the associated savings programme and transformation projects within that budget envelope.

The post holder will ensure the financial probity and competence of financial management across the finance division and that effective arrangements are in place to meet legislative and statutory requirements in relation to financial management and internal control.

The post holder is jointly accountable with the corporate management team and all senior management for the delivery of the council's equality strategy 2021-2024 and action plan and will personally lead elements of it and champion it overall.

The post holder will 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 post holder will enable staff in the division to lead cross-council projects on issues as defined by Cabinet. A limited number of reviews per year will tackle complex priority issues and also enable new skills and experiences to be developed by staff to aid their future career development.

The post holder will participate in the council's emergency arrangements as an on-call member and will fully participate in gold and silver arrangements as required, which may require chairing the formal council meetings.

The post holder will ensure that all relevant health & safety legislation and the council's health & safety requirements are reasonably complied with.

The post holder will be required to operate within any relevant delegations as detailed in the council's scheme of delegation of the council's constitution.

The post holder will be required to work some evenings, weekends and occasional public holidays in order to meet service requirements and to ensure appropriate representation of the council with residents, the Leader and Cabinet and all elected Members and external bodies.

This is a politically restricted post under the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990. The individual holding this post cannot have any active political role.

Politically restricted employees are prohibited from:

- standing for office as local councillors, MPs, MEPs, Members of the Welsh Assembly or Members of the Scottish Parliament,
- canvassing on behalf of a political party or a person who is, or seeks to be, a candidate, and
- speaking to the public at large or publishing any written or artistic work that could give the impression of advocating support for a political party.

Accountabilities – Director of Finance

To manage the division, ensuring that the development and transformation of services to meet the new budget envelope in the medium term financial strategy 2021-2024 is delivered.

To be the professional lead for financial management in the council enhancing the competencies of cost centre managers, their compliance with the financial reporting requirements of the system and that the reporting system itself is functional and fit for purpose.

To provide the operational support for all directorate financial management activity for both the general fund, housing revenue account and capital expenditure and ensure effective directorate management team and directorate cost-centre manager support, ensuring timely financial advice and compliance with the reporting requirements of the financial management system and the CIPFA Financial Management Code 2020.

To ensure there is compliance by cost centre managers to submit data in a timely way and fully and correctly use the finance reporting system so as there is a robust process for monitoring the in-year financial position on a monthly basis and reporting on that to both corporate and directorate management teams and elected members.

To lead the financial management processes of the council on a monthly basis, using the output from the Council's financial monitoring framework and to then identify and develop financial policies and options needed to deliver the council's agreed budget.

To support the corporate director for resources and S151 officer in the effective planning, monitoring and delivery of the council's financial strategies and budget.

To support the corporate director for resources and S151 officer and develop, and manage the establishment and implementation of an effective internal and Member led scrutiny and annual challenge process for the council's budget.

To ensure that the revenue, HRA and capital programme budget for the council is delivered to deadline and that the council tax can be agreed by members to time.

To ensure the council's final accounts are produced on time and meet the required legislative standards and maintain a open and positive relationship with the external auditor.

To ensure that accounting polices and practice are developed and maintained to meet new accounting requirements and to meet the changing needs of the council.

To support the corporate director of resources and S151 officer in producing the medium term and annual budget plans in line with the council's financial strategy.

To provide professional advice and guidance on financial strategy and policy developments to the Leader and Cabinet, Scrutiny and Overview Committee, General Purposes and Audit Committee, corporate and directorate management teams on financial issues.

To provide financial direction and reporting on the council's capital programme, working closely with the director of commercial investment & capital.

To be responsible for ensuring the internal cash balances of the council are effectively managed and maximised with minimum risk.

To also ensure with the corporate director of resources, that there is an effective working relationship with the council's bank and investment advisors.

To manage the treasury management function, ensuring that the council's financial position and investments are managed effectively in line with the relevant CIPFA codes of practice and provide advice and support to members and senior management on the implementation of the treasury management strategy.

To ensure the payments, revenues, benefits and debt service delivers monies due to the council and provide effective support, information and advice to those residents and businesses struggling to pay.

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

Accountabilities (all corporate directors and service directors)

Tasks and accountabilities are intended to be a guide to the range and level of work expected of the post holder. This is not an exhaustive list of all tasks that may fall to the post holder and employees will be expected to carry out such other reasonable duties which may be required from time to time.

Strategy

To take a "one Council" approach to deliver more effective outcomes and at all times avoid a silo-ed, single directorate 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 ensure the council listens to and engages residents in the development of ideas, strategies and policies and that co-design and co-production approaches are implemented throughout the directorate.

To contribute fully to the development and implementation of all corporate strategies, the Croydon Renewal Improvement Plan and the council's priorities and ways of working and to act as a project or programme senior responsible owner to lead and ensure the implementation of specific corporate projects as required.

To actively promote the council's priorities and ways of working and the council's leadership framework and values to ensure they are delivered throughout the organisation.

Service quality

To fulfil the best value duty requirements as established by the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which the directorate's functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

Through personal example, commitment and clear action, valuing and celebrating the diversity of Croydon's communities, ensuring an inclusive approach and equality of access and treatment in employment and service delivery.

To develop appropriate service quality measures, targets and outcomes for accountable assessment. To seek out more transparent accountability mechanisms for delivery in the directorate.

To maintain an up to date knowledge of relevant legislation as applicable to the directorate and to the overall council.

To build effective partnerships to harness public, private, voluntary sector and community resources that can help deliver the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To be the council's (officer level) lead representative in a number of partnerships.

To work collaboratively with the trade unions to improve services and solve problems in a coherent and integrated manner.

Performance

To lead and direct the services within the directorate in order to ensure that they deliver effective and efficient services, 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.

To lead, direct and uphold the internal control system that safeguards the residents' interest in the appropriate use of council resources and ensure the system is respected and complied with by all staff in the directorate.

To comply with the requirements of the Council's constitution and the relevant officer and other codes of conduct and ensure through personal leadership that staff in the directorate are familiar with, understand and comply with the requirements also.

To ensure the effective management of data and security of information received and used within the directorate, 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.

Resource management

To lead and direct an effective divisional management team.

To ensure that staff are informed, organised, performance managed, held to account and motivated to deliver high quality and cost effective services.

To uphold the mandatory financial regulations of the council and ensure that they are understood and complied with by the directorate's staff .

To plan and keep under review the services within the directorate to control the budgets within it, manage risk effectively and ensure accountability.

Leadership and Culture

To lead within the directorate and across the council, the change that is needed in order to ensure that adult social care services play their full part in achieving the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To act at all times in ways that create a fully inclusive workplace and operating culture, proactively seeking ways to ensure staff feel valued and that they all belong.

To seek ways to harness and fully develop the potential of staff working in the directorate and develop their talent.

To demonstrate through personal behaviour, active listening to staff and residents in ways that will help rebuild the relationship with the residents of Croydon and seeking out the resident voice to guide and advise the council in its' actions and decision making.

To model the behaviours required of all staff in terms of equality, ethical behaviour, empathy, effective governance, effective internal control, transparency, and openness.

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 stakeholders 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 stakeholders, 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.

CROYDON COUNCIL - Job Description

Job title: Director of Housing - Estates and Improvement	Service Area: Housing - Estates and Improvement	
Directorate: Housing	Post Number From Oracle	Evaluation Number: From JE system
Grade: 3	Date issued: June 2021 FINAL	

Croydon Council's priorities

We will live within our means, balance the books and provide value for money for our residents.

We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.

We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.

To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand

Croydon Council's new ways of working

We will practise 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.

Overall purpose of role

As a member of the council's senior management, **the Director of Housing – Estates & Improvement** will work collaboratively with other directors in the housing directorate, with corporate directors and directors in other directorates, and with the chief executive to deliver the Croydon Renewal Improvement Plan, the council's priorities and ways of working and a financially sustainable budget by March 2024.

The Director of Housing – Estates & Improvement leads the new division of estates & improvement, drawing together the housing services across the council into 2 new teams to focus on responsive repairs, planned maintenance and safety, housing service delivery and planning and to promote the council's corporate competencies and values through day-to-day managerial behaviours.

The **Director of Housing – Estates & Improvement** will provide high quality professional advice to the corporate director of housing, the chief executive, Leader and Cabinet, the Scrutiny and Overview Committee, and any other external bodies on all housing services related to the functions of the council.

Reports to: corporate director housing

Responsible for: responsive repairs, preventative maintenance, delivery of the HRA capital programme, housing service planning and delivery and manage the relationship with Croydon Affordable Homes.

Job context:

This post holder is an office holder under the Safeguarding Vulnerable Groups Act 2006 and will be engaged in regulated activity by virtue of undertaking the role and will come within the scope of the Disclosure and Barring Service.

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.

The post holder has line management responsibility for 2 direct reports and responsibility for all staff in the division and is accountable and responsible for the services delivered.

The post holder is accountable for the estates & improvement services **£ XXm** budget and will deliver services and the associated savings programme and transformation projects within that budget envelope.

The post holder will ensure the financial probity and competence of financial management across the division and that effective arrangements are in place to meet legislative and statutory requirements in relation to financial management and internal control.

The post holder is jointly accountable with the corporate management team and all senior management for the delivery of the council's equality strategy 2021-2024 and action plan and will personally lead elements of it and champion it overall.

The post holder will 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 post holder will enable staff in the division to lead cross-council projects on issues as defined by Cabinet. A limited number of reviews per year will tackle complex priority issues and also enable new skills and experiences to be developed by staff to aid their future career development.

The post holder will participate in the council's emergency arrangements as an on-call member and will fully participate in gold and silver arrangements as required, which may require chairing the formal council meetings.

The post holder will ensure that all relevant health & safety legislation and the council's health & safety requirements are reasonably complied with.

The post holder will be required to operate within any relevant delegations as detailed in the council's scheme of delegation of the council's constitution.

The post holder will be required to work some evenings, weekends and occasional public holidays in order to meet service requirements and to ensure appropriate representation of the council with residents, the Leader and Cabinet and all elected Members and external bodies.

This is a politically restricted post under the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990. The individual holding this post cannot have any active political role.

Politically restricted employees are prohibited from:

- standing for office as local councillors, MPs, MEPs, Members of the Welsh Assembly or Members of the Scottish Parliament,
- canvassing on behalf of a political party or a person who is, or seeks to be, a candidate, and
- speaking to the public at large or publishing any written or artistic work that could give the impression of advocating support for a political party.

Accountabilities – Director of Estates and Improvement

To deliver a high quality service to residents in council homes, ensuring a high quality responsive repairs service and a longer term estates and properties capital investment improvement plan is in place.

To deliver the longer term planning for new housing stock across the borough.

To produce the 30 year HRA Business Plan for planned investments and improvements of the estate.

To lead and direct the management of the council's housing estate ensuring that financial, social and community considerations and the residents' voices inform a strategic approach.

To ensure effective management of health, safety & environmental matters for the Council's housing estate.

To provide a decent safe, warm, dry and affordable home for every local resident who qualifies for housing support from the council.

To provide advice and guidance to the Council on all aspects of health, safety housing estate matters and to ensure legislative compliance with all health and safety requirements

To manage the contracts for repairs, capital works and any other major contracts.

To lead sustainable development policies and initiatives to ensure that Government reduction targets are met from utilities conservation and maximum energy efficiency for the future.

To manage the relationship with Croydon Affordable Homes.

Accountabilities (all corporate directors and service directors)

Tasks and accountabilities are intended to be a guide to the range and level of work expected of the post holder. This is not an exhaustive list of all tasks that may fall to the post holder and employees will be expected to carry out such other reasonable duties which may be required from time to time.

Strategy

To take a "one Council" approach to deliver more effective outcomes and at all times avoid a silo-ed, single directorate 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 ensure the council listens to and engages residents in the development of ideas, strategies and policies and that co-design and co-production approaches are implemented throughout the directorate.

To contribute fully to the development and implementation of all corporate strategies, the Croydon Renewal Improvement Plan and the council's priorities and ways of working and to act as a project or programme senior responsible owner to lead and ensure the implementation of specific corporate projects as required.

To actively promote the council's priorities and ways of working and the council's leadership framework and values to ensure they are delivered throughout the organisation.

Service quality

To fulfil the best value duty requirements as established by the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which the directorate's functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

Through personal example, commitment and clear action, valuing and celebrating the diversity of Croydon's communities, ensuring an inclusive approach and equality of access and treatment in employment and service delivery.

To develop appropriate service quality measures, targets and outcomes for accountable assessment. To seek out more transparent accountability mechanisms for delivery in the directorate.

To maintain an up to date knowledge of relevant legislation as applicable to the directorate and to the overall council.

To build effective partnerships to harness public, private, voluntary sector and community resources that can help deliver the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To be the council's (officer level) lead representative in a number of partnerships.

To work collaboratively with the trade unions to improve services and solve problems in a coherent and integrated manner.

Performance

To lead and direct the services within the directorate in order to ensure that they deliver effective and efficient services, 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.

To lead, direct and uphold the internal control system that safeguards the residents' interest in the appropriate use of council resources and ensure the system is respected and complied with by all staff in the directorate.

To comply with the requirements of the Council's constitution and the relevant officer and other codes of conduct and ensure through personal leadership that staff in the directorate are familiar with, understand and comply with the requirements also.

To ensure the effective management of data and security of information received and used within the directorate, 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.

Resource management

To lead and direct an effective directorate management team.

To ensure that staff are informed, organised, performance managed, held to account and motivated to deliver high quality and cost effective services.

To uphold the mandatory financial regulations of the council and ensure that they are understood and complied with by the directorate's staff .

To plan and keep under review the services within the directorate to control the budgets within it, manage risk effectively and ensure accountability.

Leadership and Culture

To lead within the directorate and across the council, the change that is needed in order to ensure that adult social care services play their full part in achieving the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To act at all times in ways that create a fully inclusive workplace and operating culture, proactively seeking ways to ensure staff feel valued and that they all belong.

To seek ways to harness and fully develop the potential of staff working in the directorate and develop their talent.

To demonstrate through personal behaviour, active listening to staff and residents in ways that will help rebuild the relationship with the residents of Croydon and seeking out the resident voice to guide and advise the council in its' actions and decision making.

To model the behaviours required of all staff in terms of equality, ethical behaviour, empathy, effective governance, effective internal control, transparency, and openness.

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 stakeholders 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.

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

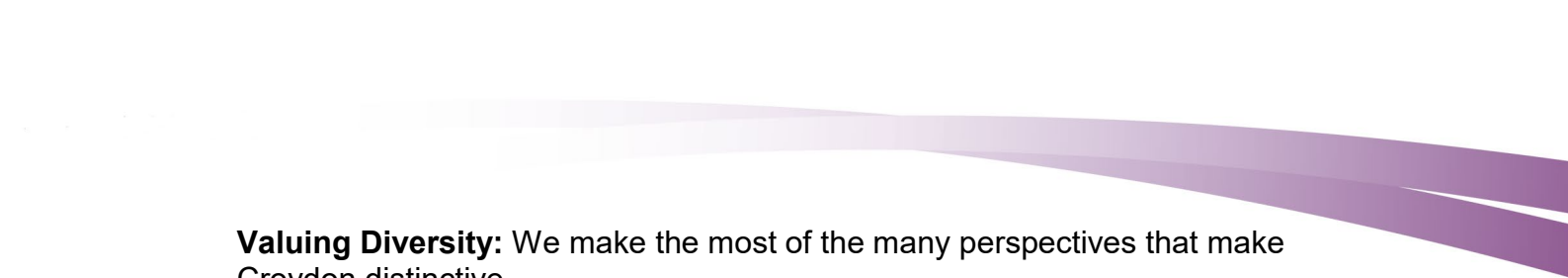
- You are proud to be part of the wider Croydon and the contribution you and your teams make to it. You make a difference to people's lives through engagement and you strive to get the best possible value for money for customers.

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.

CROYDON COUNCIL - Job Description

Job title: Director of Housing - Resident Engagement and Allocations	Service Area: Housing - Resident Engagement and Allocations	
Directorate: Housing	Post Number From Oracle	Evaluation Number: From JE system
Grade: 3	Date issued: June 2021 FINAL	

Croydon Council's priorities

We will live within our means, balance the books and provide value for money for our residents.

We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.

We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.

To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand

Croydon Council's new ways of working

We will practise 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.

Overall purpose of role

As a member of the council's senior management, **the Director of Housing - Resident Engagement and Allocations** will work collaboratively with other directors in the housing directorate, with corporate directors and directors in other directorates, and with the chief executive to deliver the Croydon Renewal Improvement Plan, the council's priorities and ways of working and a financially sustainable budget by March 2024.

The Director of Housing - Resident Engagement and Allocations leads the new division of resident engagement & allocations, drawing together the housing services across the council into 3 new teams to focus on homelessness and assessments, lettings and income and tenancy and resident engagement to promote the council's corporate competencies and values through day-to-day managerial behaviours.

The **Director of Housing - Resident Engagement and Allocations** will provide high quality professional advice to the corporate director of housing, the chief executive, Leader and Cabinet, the Scrutiny and Overview Committee, and any other external bodies on all housing services related to the functions of the council.

Reports to: corporate director housing

Responsible for: resident engagement, allocations and solutions, homelessness assessment, temporary accommodation, placements, lettings, tenancies and income collection.

Job context:

This post holder is an office holder under the Safeguarding Vulnerable Groups Act 2006 and will be engaged in regulated activity by virtue of undertaking the role and will come within the scope of the Disclosure and Barring Service.

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.

The post holder has line management responsibility for 3 direct reports and responsibility for all staff in the resident engagement & allocations division and is accountable and responsible for the services delivered.

The post holder is accountable for the resident engagement & allocations services £ XXm budget and will deliver services and the associated savings programme and transformation projects within that budget envelope.

The post holder will ensure the financial probity and competence of financial management across the division and that effective arrangements are in place to meet legislative and statutory requirements in relation to financial management and internal control.

The post holder is jointly accountable with the corporate management team and all senior management for the delivery of the council's equality strategy 2021-2024 and action plan and will personally lead elements of it and champion it overall.

The post holder will 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 post holder will enable staff in the division to lead cross-council projects on issues as defined by Cabinet. A limited number of reviews per year will tackle complex priority issues and also enable new skills and experiences to be developed by staff to aid their future career development.

The post holder will participate in the council's emergency arrangements as an on-call member and will fully participate in gold and silver arrangements as required, which may require chairing the formal council meetings.

The post holder will ensure that all relevant health & safety legislation and the council's health & safety requirements are reasonably complied with.

The post holder will be required to operate within any relevant delegations as detailed in the council's scheme of delegation of the council's constitution.

The post holder will be required to work some evenings, weekends and occasional public holidays in order to meet service requirements and to ensure appropriate representation of the council with residents, the Leader and Cabinet and all elected Members and external bodies.

This is a politically restricted post under the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990. The individual holding this post cannot have any active political role.

Politically restricted employees are prohibited from:

- standing for office as local councillors, MPs, MEPs, Members of the Welsh Assembly or Members of the Scottish Parliament,
- canvassing on behalf of a political party or a person who is, or seeks to be, a candidate, and
- speaking to the public at large or publishing any written or artistic work that could give the impression of advocating support for a political party.

Accountabilities – Director of Housing, Resident Engagement and Allocations

To manage the division, ensuring that the development and transformation of services to meet the new budget envelope in the medium term financial strategy 2021-2024 is delivered.

To deliver a high quality new integrated housing service which is respectful and responsive to our tenants and leaseholders, managing all residential lettings regardless of tenure and funding base (HRA or GF) .

To work closely with the Director of Housing - Estates and Improvement on the council's approach to increasing 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 secure appropriate housing need arrangements for homeless people and to minimise the use of temporary accommodation including by maintaining the housing and transfer register, promoting housing mobility and allocating council and housing association homes to people in housing need.

Ensure the safe, effective and efficient delivery of the homelessness prevention grant and deliver the No Recourse to Public Funds (NRPF) service.

To ensure the cost effective and efficient provision of major aids and adaptations for disabled people.

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.

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

Accountabilities (all corporate directors and service directors)

Tasks and accountabilities are intended to be a guide to the range and level of work expected of the post holder. This is not an exhaustive list of all tasks that may fall to the post holder and employees will be expected to carry out such other reasonable duties which may be required from time to time.

Strategy

To take a “one Council” approach to deliver more effective outcomes and at all times avoid a silo-ed, single directorate 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 ensure the council listens to and engages residents in the development of ideas, strategies and policies and that co-design and co-production approaches are implemented throughout the directorate.

To contribute fully to the development and implementation of all corporate strategies, the Croydon Renewal Improvement Plan and the council's priorities and ways of working and to act as a project or programme senior responsible owner to lead and ensure the implementation of specific corporate projects as required.

To actively promote the council's priorities and ways of working and the council's leadership framework and values to ensure they are delivered throughout the organisation.

Service quality

To fulfil the best value duty requirements as established by the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which the directorate's functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

Through personal example, commitment and clear action, valuing and celebrating the diversity of Croydon's communities, ensuring an inclusive approach and equality of access and treatment in employment and service delivery.

To develop appropriate service quality measures, targets and outcomes for accountable assessment. To seek out more transparent accountability mechanisms for delivery in the directorate.

To maintain an up to date knowledge of relevant legislation as applicable to the directorate and to the overall council.

To build effective partnerships to harness public, private, voluntary sector and community resources that can help deliver the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To be the council's (officer level) lead representative in a number of partnerships.

To work collaboratively with the trade unions to improve services and solve problems in a coherent and integrated manner.

Performance

To lead and direct the services within the directorate in order to ensure that they deliver effective and efficient services, 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.

To lead, direct and uphold the internal control system that safeguards the residents' interest in the appropriate use of council resources and ensure the system is respected and complied with by all staff in the directorate.

To comply with the requirements of the Council's constitution and the relevant officer and other codes of conduct and ensure through personal leadership that staff in the directorate are familiar with, understand and comply with the requirements also.

To ensure the effective management of data and security of information received and used within the directorate, 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.

Resource management

To lead and direct an effective directorate management team.

To ensure that staff are informed, organised, performance managed, held to account and motivated to deliver high quality and cost effective services.

To uphold the mandatory financial regulations of the council and ensure that they are understood and complied with by the directorate's staff .

To plan and keep under review the services within the directorate to control the budgets within it, manage risk effectively and ensure accountability.

Leadership and Culture

To lead within the directorate and across the council, the change that is needed in order to ensure that adult social care services play their full part in achieving the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To act at all times in ways that create a fully inclusive workplace and operating culture, proactively seeking ways to ensure staff feel valued and that they all belong.

To seek ways to harness and fully develop the potential of staff working in the directorate and develop their talent.

To demonstrate through personal behaviour, active listening to staff and residents in ways that will help rebuild the relationship with the residents of Croydon and seeking out the resident voice to guide and advise the council in its' actions and decision making.

To model the behaviours required of all staff in terms of equality, ethical behaviour, empathy, effective governance, effective internal control, transparency, and openness.

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 stakeholders 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 stakeholders, 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

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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.

CROYDON COUNCIL - Job Description

Job title: Director of Human Resources	Service Area: Human Resources	
Directorate: Assistant Chief Executive	Post Number From Oracle	Evaluation Number: From JE system
Grade: 1	Date issued: June 2021 FINAL	

Croydon Council's priorities

We will live within our means, balance the books and provide value for money for our residents.

We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.

We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.

To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand

Croydon Council's new ways of working

We will practise 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.

Overall purpose of role

As a member of the council's senior management, the **Director of Human Resources** will work collaboratively with other directors in the assistant chief executive's directorate, with corporate directors and directors in other directorates, and with the chief executive to deliver the Croydon Renewal Improvement Plan, the council's priorities and ways of working and a financially sustainable budget by March 2024.

The **Director of Human Resources** will directly lead and manage a portfolio of human resources services and promote the council's corporate competencies and values through day-to-day managerial behaviours.

The **Director of Human Resources** will provide high quality professional advice to the assistant chief executive, the chief executive, Leader and Cabinet, the Scrutiny and Overview Committee, the Appointments Committee and any other external bodies on all matters related to human resources and organisational development functions of the council.

Reports to: assistant chief executive

Responsible for: human resources policy, corporate employment law, local collective bargaining and relationships with the recognised trade unions, employee welfare and occupational health, finance service centre, recruitment function, human resources performance data and intelligence.

Job context:

This post holder is an office holder under the Safeguarding Vulnerable Groups Act 2006 and will be engaged in regulated activity by virtue of undertaking the role and will come within the scope of the Disclosure and Barring Service.

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.

The post holder has line management responsibility for 5 direct reports and responsibility for all staff in the human resources division and is accountable and responsible for the human resources services delivered.

The post holder is accountable for the human resources **£ XXm** budget and will deliver services and the associated savings programme and transformation projects within that budget envelope.

The post holder will ensure the financial probity and competence of financial management across the human resources division and that effective arrangements are in place to meet legislative and statutory requirements in relation to financial management and internal control.

The post holder is jointly accountable with the corporate management team and all senior management for the delivery of the council's equality strategy 2021-2024 and action plan and will personally lead elements of it and champion it overall.

The post holder will 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 post holder will enable staff in the division to lead cross-council projects on issues as defined by Cabinet. A limited number of reviews per year will tackle complex priority issues and also enable new skills and experiences to be developed by staff to aid their future career development.

The post holder will participate in the council's emergency arrangements as an on-call member and will fully participate in gold and silver arrangements as required, which may require chairing the formal council meetings.

The post holder will ensure that all relevant health & safety legislation and the council's health & safety requirements are reasonably complied with.

The post holder will be required to operate within any relevant delegations as detailed in the council's scheme of delegation of the council's constitution.

The post holder will be required to work some evenings, weekends and occasional public holidays in order to meet service requirements and to ensure appropriate representation of the council with residents, the Leader and Cabinet and all elected Members and external bodies.

This is a politically restricted post under the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990. The individual holding this post cannot have any active political role.

Politically restricted employees are prohibited from:

- standing for office as local councillors, MPs, MEPs, Members of the Welsh Assembly or Members of the Scottish Parliament,
- canvassing on behalf of a political party or a person who is, or seeks to be, a candidate, and
- speaking to the public at large or publishing any written or artistic work that could give the impression of advocating support for a political party.

Accountabilities – Director of Human Resources

To manage the division, ensuring that the development and transformation of services to meet the new budget envelope in the medium term financial strategy 2021-2024 is delivered.

To manage the delivery of human resources, HR policy development, employee welfare and occupational health, employee relations, recruitment, workforce planning, workforce metrics and associated services to increase the effectiveness of the Council.

To be responsible for the management and provision of employment law advice to the council in collaboration with the legal division

To be responsible for the delivery of a high quality best practice employee relations service.

To work closely with the corporate directors of adult social care & health and children, young people and education to ensure effective workforce planning and development to raise the quality of the service.

To lead on and ensure effective working relationships with the council's recognised trade unions and conduct any localised collective bargaining.

To advise on complex employment relations cases when the HR business partners need additional support

To ensure the HR business partner directorate leads fully support the relevant corporate director / assistant chief executive and provide efficient and effective support to the directorate management teams.

To record the key metrics of the employee population and relevant employee relations activities and provide analytical reports on a regular basis to the corporate and directorate management teams and to relevant member fora.

To ensure there is continuous improvement of recruitment and retention policies; promoting Croydon as an employer of choice and deliver the best practice in recruitment to attract the most diverse and talented field of applicants possible and to ensure confidence in the equality of outcomes for applicants.

To actively seek out best practice in human resources from other sectors to enable Croydon to continuously improve.

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

Accountabilities (all corporate directors and service directors)

Tasks and accountabilities are intended to be a guide to the range and level of work expected of the post holder. This is not an exhaustive list of all tasks that may fall to the post holder and employees will be expected to carry out such other reasonable duties which may be required from time to time.

Strategy

To take a “one Council” approach to deliver more effective outcomes and at all times avoid a silo-ed, single directorate 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 ensure the council listens to and engages residents in the development of ideas, strategies and policies and that co-design and co-production approaches are implemented throughout the directorate.

To contribute fully to the development and implementation of all corporate strategies, the Croydon Renewal Improvement Plan and the council’s priorities and ways of working and to act as a project or programme senior responsible owner to lead and ensure the implementation of specific corporate projects as required.

To actively promote the council's priorities and ways of working and the council's leadership framework and values to ensure they are delivered throughout the organisation.

Service quality

To fulfil the best value duty requirements as established by the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which the directorate's functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

Through personal example, commitment and clear action, valuing and celebrating the diversity of Croydon's communities, ensuring an inclusive approach and equality of access and treatment in employment and service delivery.

To develop appropriate service quality measures, targets and outcomes for accountable assessment. To seek out more transparent accountability mechanisms for delivery in the directorate.

To maintain an up to date knowledge of relevant legislation as applicable to the directorate and to the overall council.

To build effective partnerships to harness public, private, voluntary sector and community resources that can help deliver the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To be the council's (officer level) lead representative in a number of partnerships.

To work collaboratively with the trade unions to improve services and solve problems in a coherent and integrated manner.

Performance

To lead and direct the services within the directorate in order to ensure that they deliver effective and efficient services, 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.

To lead, direct and uphold the internal control system that safeguards the residents' interest in the appropriate use of council resources and ensure the system is respected and complied with by all staff in the directorate.

To comply with the requirements of the Council's constitution and the relevant officer and other codes of conduct and ensure through personal leadership that staff in the directorate are familiar with, understand and comply with the requirements also.

To ensure the effective management of data and security of information received and used within the directorate, 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.

Resource management

To lead and direct an effective directorate management team.

To ensure that staff are informed, organised, performance managed, held to account and motivated to deliver high quality and cost effective services.

To uphold the mandatory financial regulations of the council and ensure that they are understood and complied with by the directorate's staff .

To plan and keep under review the services within the directorate to control the budgets within it, manage risk effectively and ensure accountability.

Leadership and Culture

To lead within the directorate and across the council, the change that is needed in order to ensure that adult social care services play their full part in achieving the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To act at all times in ways that create a fully inclusive workplace and operating culture, proactively seeking ways to ensure staff feel valued and that they all belong.

To seek ways to harness and fully develop the potential of staff working in the directorate and develop their talent.

To demonstrate through personal behaviour, active listening to staff and residents in ways that will help rebuild the relationship with the residents of Croydon and seeking out the resident voice to guide and advise the council in its' actions and decision making.

To model the behaviours required of all staff in terms of equality, ethical behaviour, empathy, effective governance, effective internal control, transparency, and openness.

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 stakeholders 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 stakeholders, 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.

CROYDON COUNCIL - Job Description

Job title: Director of Legal Services and Monitoring Officer and Proper Officer	Service Area: Legal Services	
Directorate: Resources	Post Number From Oracle	Evaluation Number: From JE system
Grade: 2	Date issued: June 2021 FINAL	

Croydon Council's priorities

We will live within our means, balance the books and provide value for money for our residents.

We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.

We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.

To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand

Croydon Council's new ways of working

We will practise 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.

Overall purpose of role

As a member of the council's senior management, the **Director of Legal Services** will work collaboratively with other directors in the Resources Directorate, with corporate directors and directors in other directorates, and with the chief executive to deliver the Croydon Renewal Improvement Plan, the council's priorities and ways of working and a financially sustainable budget by March 2024.

The **Director of Legal Services** will be the council's chief legal officer responsible for the provision of all legal services to the council and ensures the council remains in compliance with the law and best practice, the governance function of the council and promote the council's corporate competencies and values through day-to-day managerial behaviours.

The **Director of Legal Services** will provide high quality professional advice to the corporate director of resources, the chief executive, Leader and Cabinet, the Scrutiny and Overview Committee and any other external bodies of the council.

Reports to: corporate director for resources and a "dotted line" reporting relationship to the chief executive

Responsible for: legal services and the statutory monitoring officer function and democratic & scrutiny services.

Job context:

The post holder holds the statutory post of Monitoring Officer (MO) in accordance with section 5 of the Local Government and Housing Act 1989.

The post holder holds the role of the council's Proper Officer in accordance with the Local Government Act 1972.

This post holder is an office holder under the Safeguarding Vulnerable Groups Act 2006 and will be engaged in regulated activity by virtue of undertaking the role and will come within the scope of the Disclosure and Barring Service.

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.

The post holder has line management responsibility for 5 direct reports and responsibility for all staff in the legal services division and is accountable and responsible for the legal and other services delivered.

The post holder is accountable for the legal services £ XXm budget and will deliver services and the associated savings programme and transformation projects within that budget envelope.

The post holder will ensure the financial probity and competence of financial management across the legal services division and that effective arrangements are in place to meet legislative and statutory requirements in relation to financial management and internal control.

The post holder is jointly accountable with the corporate management team and all senior management for the delivery of the council's equality strategy 2021-2024 and action plan and will personally lead elements of it and champion it overall.

The post holder will 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 post holder will enable staff in the division to lead cross-council projects on issues as defined by Cabinet. A limited number of reviews per year will tackle complex priority issues and also enable new skills and experiences to be developed by staff to aid their future career development.

The post holder will participate in the council's emergency arrangements as an on-call member and will fully participate in gold and silver arrangements as required, which may require chairing the formal council meetings.

The post holder will ensure that all relevant health & safety legislation and the council's health & safety requirements are reasonably complied with.

The post holder will be required to operate within any relevant delegations as detailed in the council's scheme of delegation of the council's constitution.

The post holder will be required to work some evenings, weekends and occasional public holidays in order to meet service requirements and to ensure appropriate representation of the council with residents, the Leader and Cabinet and all elected Members and external bodies.

This is a politically restricted post under the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990. The individual holding this post cannot have any active political role.

Politically restricted employees are prohibited from:

- standing for office as local councillors, MPs, MEPs, Members of the Welsh Assembly or Members of the Scottish Parliament,
- canvassing on behalf of a political party or a person who is, or seeks to be, a candidate, and
- speaking to the public at large or publishing any written or artistic work that could give the impression of advocating support for a political party.

Accountabilities – Director of Legal Services

To manage the division, ensuring that the development and transformation of services to meet the new budget envelope in the medium term financial strategy 2021-2024 is delivered.

As Monitoring Officer and in accordance with the council's constitution and the Monitoring Officer Protocol, ensure the constitution is maintained, that the council's decision making is lawful and reasonable, undertake investigations referred by the Ethics Committee and consider applications for dispensations of disclosable pecuniary interests.

To have a dotted line reporting relationship and direct access to the Chief Executive and the corporate management team at any time on any matter associated with the Monitoring Officer duties.

To ensure that the Council, Cabinet, Scrutiny and Overview Committee, other council committees, chief executive, corporate directors, directors and directorates are well advised on the legal implications and compliance of relevant matters in reports under consideration and full advice is given in public at member decision fora, working closely with the head of democratic services and scrutiny.

To ensure the delivery of high quality legal services to the services of the council including the procurement and management of all external legal service suppliers, and managing demand for legal services efficiently, ensuring full effective use is made of inhouse legal resources.

To be responsible for authorising the delivery of legal proceedings conducted in the name of the Council.

Working closely with the Chief Digital Officer and Director of Resident Access to maintain an appropriate relationship with the Information Commissioner and the Local Government Ombudsman and support the Chief Digital Officer and Director of Resident Access with any issues on data protection and information management.

To maintain responsibility and oversight of the operation of the council's whistleblowing policy.

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

Accountabilities (all corporate directors and service directors)

Tasks and accountabilities are intended to be a guide to the range and level of work expected of the post holder. This is not an exhaustive list of all tasks that may fall to the post holder and employees will be expected to carry out such other reasonable duties which may be required from time to time.

Strategy

To take a "one Council" approach to deliver more effective outcomes and at all times avoid a silo-ed, single directorate 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 ensure the council listens to and engages residents in the development of ideas, strategies and policies and that co-design and co-production approaches are implemented throughout the directorate.

To contribute fully to the development and implementation of all corporate strategies, the Croydon Renewal Improvement Plan and the council's priorities and ways of working and to act as a project or programme senior

responsible owner to lead and ensure the implementation of specific corporate projects as required.

To actively promote the council's priorities and ways of working and the council's leadership framework and values to ensure they are delivered throughout the organisation.

Service quality

To fulfil the best value duty requirements as established by the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which the directorate's functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

Through personal example, commitment and clear action, valuing and celebrating the diversity of Croydon's communities, ensuring an inclusive approach and equality of access and treatment in employment and service delivery.

To develop appropriate service quality measures, targets and outcomes for accountable assessment. To seek out more transparent accountability mechanisms for delivery in the directorate.

To maintain an up to date knowledge of relevant legislation as applicable to the directorate and to the overall council.

To build effective partnerships to harness public, private, voluntary sector and community resources that can help deliver the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To be the council's (officer level) lead representative in a number of partnerships.

To work collaboratively with the trade unions to improve services and solve problems in a coherent and integrated manner.

Performance

To lead and direct the services within the directorate in order to ensure that they deliver effective and efficient services, 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.

To lead, direct and uphold the internal control system that safeguards the residents' interest in the appropriate use of council resources and ensure the system is respected and complied with by all staff in the directorate.

To comply with the requirements of the Council's constitution and the relevant officer and other codes of conduct and ensure through personal leadership that staff in the directorate are familiar with, understand and comply with the requirements also.

To ensure the effective management of data and security of information received and used within the directorate, 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.

Resource management

To lead and direct an effective divisional management team.

To ensure that staff are informed, organised, performance managed, held to account and motivated to deliver high quality and cost effective services.

To uphold the mandatory financial regulations of the council and ensure that they are understood and complied with by the directorate's staff .

To plan and keep under review the services within the directorate to control the budgets within it, manage risk effectively and ensure accountability.

Leadership and Culture

To lead within the directorate and across the council, the change that is needed in order to ensure that adult social care services play their full part in achieving the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To act at all times in ways that create a fully inclusive workplace and operating culture, proactively seeking ways to ensure staff feel valued and that they all belong.

To seek ways to harness and fully develop the potential of staff working in the directorate and develop their talent.

To demonstrate through personal behaviour, active listening to staff and residents in ways that will help rebuild the relationship with the residents of Croydon and seeking out the resident voice to guide and advise the council in its' actions and decision making.

To model the behaviours required of all staff in terms of equality, ethical behaviour, empathy, effective governance, effective internal control, transparency, and openness.

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 stakeholders 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 stakeholders, 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

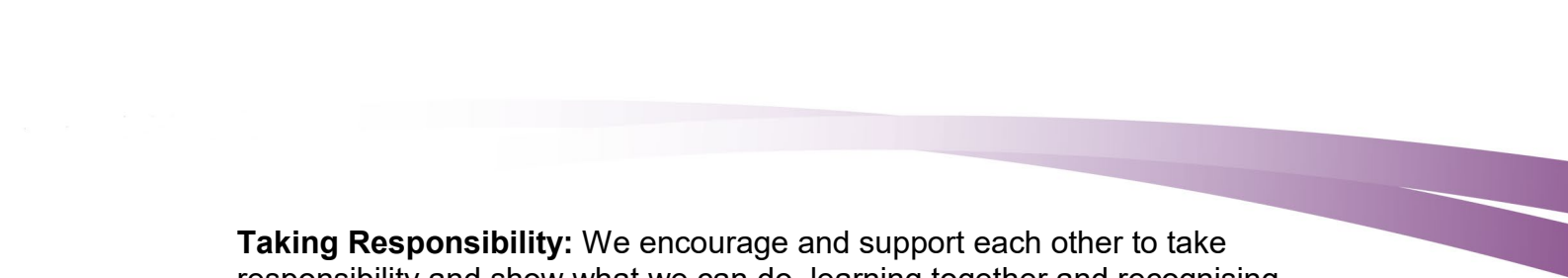
- You are strategically innovative in your approach to building and maintaining partnerships and you and your teams act in a joint enterprise with them. You use your contacts and colleagues to bring teams together.

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.

CROYDON COUNCIL - Job Description

Job title: Director of Planning & Sustainable Regeneration and Chief Planning Officer	Service Area: Planning & Sustainable Regeneration	
Directorate: Sustainable Communities, Regeneration & Economic Recovery	Post Number From Oracle	Evaluation Number: From JE system
Grade: 3	Date issued: June 2021 FINAL	

Croydon Council's priorities

We will live within our means, balance the books and provide value for money for our residents.

We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.

We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.

To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand

Croydon Council's new ways of working

We will practise 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.

Overall purpose of role

As a member of the council's senior management, **the Director of Planning & Sustainable Regeneration and Chief Planning Officer** will work collaboratively with other directors in the sustainable communities, regeneration and economic recovery directorate, with corporate directors and directors in other directorates, and with the chief executive to deliver the Croydon Renewal Improvement Plan, the council's priorities and ways of working and a financially sustainable budget by March 2024.

The **Director of Planning & Sustainable Regeneration and Chief Planning Officer** will be responsible for planning and sustainable regeneration activities including spatial and strategic transport planning, creating inclusive communities, district centres development & housing led regeneration, building control, development management, economic recovery, post -16 job skilling and employment opportunities and promoting the council's corporate competencies and values through day-to-day managerial behaviours.

The **Director of Planning & Sustainable Regeneration and Chief Planning Officer** will provide high quality professional advice to the corporate director of sustainable communities, regeneration and economic recovery, the chief executive, Leader and Cabinet, the Scrutiny and Overview Committee and any other external bodies on all planning & regeneration matters related to the functions of the council.

Reports to: corporate director of sustainable communities, regeneration and economic recovery

Responsible for: strategic planning, development management, building control, strategic transport planning, spatial planning, growth zone, infrastructure investment, sustainable regeneration of the borough and district centres, SME and business growth, CALAT and post -16 adult and vocational skills, Croydon Works and apprenticeships.

Job context:

The role is designated as chief planning officer of the local planning authority and is the lead contact with the Ministry of Housing, Communities and Local Government for all planning related engagement and correspondence.

The post holder is the accountable officer for the provision of, or advice on decision making in respect of, the legal discharge of all council planning, building control, highways/transportation statutory responsibilities in line with relevant Government legislation.

This post holder is an office holder under the Safeguarding Vulnerable Groups Act 2006 and will be engaged in regulated activity by virtue of undertaking the role and will come within the scope of the Disclosure and Barring Service.

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.

The post holder has line management responsibility for 6 direct reports and responsibility for all staff in the planning and sustainable regeneration division and is accountable and responsible for those services delivered.

The post holder is accountable for the planning and sustainable regeneration **£ XXm** budget and will deliver services and the associated savings programme and transformation projects within that budget envelope.

The post holder will ensure the financial probity and competence of financial management across the division and that effective arrangements are in place to meet legislative and statutory requirements in relation to financial management and internal control.

The post holder is jointly accountable with the corporate management team and all senior management for the delivery of the council's equality strategy 2021-2024 and action plan and will personally lead elements of it and champion it overall.

The post holder will 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 post holder will enable staff in the division to lead cross-council projects on issues as defined by Cabinet. A limited number of reviews per year will tackle complex priority issues and also enable new skills and experiences to be developed by staff to aid their future career development.

The post holder will participate in the council's emergency arrangements as an on-call member and will fully participate in gold and silver arrangements as required, which may require chairing the formal council meetings.

The post holder will ensure that all relevant health & safety legislation and the council's health & safety requirements are reasonably complied with.

The post holder will be required to operate within any relevant delegations as detailed in the council's scheme of delegation of the council's constitution.

The post holder will be required to work some evenings, weekends and occasional public holidays in order to meet service requirements and to ensure appropriate representation of the council with residents, the Leader and Cabinet and all elected Members and external bodies.

This is a politically restricted post under the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990. The individual holding this post cannot have any active political role.

Politically restricted employees are prohibited from:

- standing for office as local councillors, MPs, MEPs, Members of the Welsh Assembly or Members of the Scottish Parliament,
- canvassing on behalf of a political party or a person who is, or seeks to be, a candidate, and
- speaking to the public at large or publishing any written or artistic work that could give the impression of advocating support for a political party.

Accountabilities – Director of Planning and Sustainable Regeneration

To manage the division, ensuring that the development and transformation of services to meet the new budget envelope in the medium term financial strategy 2021-2024 is delivered.

To advise members on the overall strategic direction of the council's planning and related services.

To oversee the development and implementation of corporate planning standards, processes and procedures ensuring they support the achievement of the council's priorities, ways of working and statutory responsibilities.

To ensure that policies agreed by the council meet statutory and legal planning requirements.

To deliver the functions and duties under delegated authority in relation to planning, building control and community infrastructure levy and work closely with the director of finance and other directors in its administration and expenditure.

To provide specialist planning advice and input to corporate initiatives and projects.

To ensure the provision of professional planning advice that balances competing environmental, social and economic considerations in a coherent sustainable and sensitive manner.

To promote, develop and maintain a high degree of professional competence in and understanding of emerging planning and strategic land use legislation, regulatory frameworks and best practice, and to ensure appropriate levels of understanding throughout the service.

To ensure the delivery of a high quality and commercially competitive building control service that meets resident and developer's needs and delivers its income targets and discharges its responsibilities under legislation including the provision of a 365 day a year / 24 hours a day dangerous structures response service.

To engage with local residents, developers, local business and pan London, government and any other bodies on strategic transport issues and plans to ensure the borough's best interests are represented at a local, sub regional and national level with regards to policy development and funding.

To ensure effective, timely and meaningful community consultation and engagement with residents, applicants and developers in all aspects of the planning, strategic transport and building control service building a relationship of confidence and trust in the outcomes reached on applications.

To communicate and explain the planning system to all residents, businesses and developers and other stakeholders with the aim that they can understand its parameters and purpose and to facilitate positive engagement throughout the process with the desired outcome of a result that all those involved feel they have been listened to and heard and assessed fairly.

To ensure the delivery of the Croydon Growth Zone programme on district centre development and housing led regeneration to unlock growth and investment in the borough and the wider sub-region and ensure its aims are focused on emerging needs in the light of the pandemic and its effect on the national and local economy.

To ensure the maintenance of clear governance and accountability for Growth Zone funding and delivery.

To ensure any infrastructure solutions are of high design quality, meet all relevant technical requirements, best fit together in combination, are designed within available budget and to minimise ongoing maintenance and revenue costs and are phased to minimise impact on residents and businesses and in consideration of wider development proposals.

To seek to maximise any available infrastructure investment using other mechanisms and resources including community infrastructure levy (CIL), S106 and other financial instruments and ensure the successful management of specific infrastructure investment projects delivered by the Council on time and to budget.

To oversee the council's work with local SME's and build for business growth seeking to increase the number of businesses in the borough and their competitiveness.

To seek to create vibrant, diverse and sustainable district centres and working closely with the director of culture and community safety, develop cultural and community initiatives that maintain and support them.

To maximise learning & employment opportunities for Croydon residents and review approach in the light of the post pandemic impact on employment in the borough.

To ensure the development and delivery of the council's post-16 vocational skills and adult skills commissioning and delivery via CALAT to drive the best outcomes for Croydon residents in the light of the impact of the pandemic on the economy and jobs.

To work closely with the Director of Education to ensure an effective relationship on the delivery of adult education and skills via CALAT

To oversee the management of Croydon Works the council's job brokerage service and seek to maximise opportunities for adult and community learning.

To oversee the council's work on apprenticeships and work experience.

To oversee the management of the Work & Health Programme on behalf of the South London Partnership boroughs to ensure best outcomes are delivered for long term unemployed people and those with disabilities and progress towards work.

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

Accountabilities (all corporate directors and service directors)

Tasks and accountabilities are intended to be a guide to the range and level of work expected of the post holder. This is not an exhaustive list of all tasks that may fall to the post holder and employees will be expected to carry out such other reasonable duties which may be required from time to time.

Strategy

To take a "one Council" approach to deliver more effective outcomes and at all times avoid a silo-ed, single directorate 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 ensure the council listens to and engages residents in the development of ideas, strategies and policies and that co-design and co-production approaches are implemented throughout the directorate.

To contribute fully to the development and implementation of all corporate strategies, the Croydon Renewal Improvement Plan and the council's priorities and ways of working and to act as a project or programme senior responsible owner to lead and ensure the implementation of specific corporate projects as required.

To actively promote the council's priorities and ways of working and the council's leadership framework and values to ensure they are delivered throughout the organisation.

Service quality

To fulfil the best value duty requirements as established by the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which the directorate's functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

Through personal example, commitment and clear action, valuing and celebrating the diversity of Croydon's communities, ensuring an inclusive approach and equality of access and treatment in employment and service delivery.

To develop appropriate service quality measures, targets and outcomes for accountable assessment. To seek out more transparent accountability mechanisms for delivery in the directorate.

To maintain an up to date knowledge of relevant legislation as applicable to the directorate and to the overall council.

To build effective partnerships to harness public, private, voluntary sector and community resources that can help deliver the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To be the council's (officer level) lead representative in a number of partnerships.

To work collaboratively with the trade unions to improve services and solve problems in a coherent and integrated manner.

Performance

To lead and direct the services within the directorate in order to ensure that they deliver effective and efficient services, 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.

To lead, direct and uphold the internal control system that safeguards the residents' interest in the appropriate use of council resources and ensure the system is respected and complied with by all staff in the directorate.

To comply with the requirements of the Council's constitution and the relevant officer and other codes of conduct and ensure through personal leadership that staff in the directorate are familiar with, understand and comply with the requirements also.

To ensure the effective management of data and security of information received and used within the directorate, 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.

Resource management

To lead and direct an effective directorate management team.

To ensure that staff are informed, organised, performance managed, held to account and motivated to deliver high quality and cost effective services.

To uphold the mandatory financial regulations of the council and ensure that they are understood and complied with by the directorate's staff .

To plan and keep under review the services within the directorate to control the budgets within it, manage risk effectively and ensure accountability.

Leadership and Culture

To lead within the directorate and across the council, the change that is needed in order to ensure that adult social care services play their full part in achieving the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To act at all times in ways that create a fully inclusive workplace and operating culture, proactively seeking ways to ensure staff feel valued and that they all belong.

To seek ways to harness and fully develop the potential of staff working in the directorate and develop their talent.

To demonstrate through personal behaviour, active listening to staff and residents in ways that will help rebuild the relationship with the residents of Croydon and seeking out the resident voice to guide and advise the council in its' actions and decision making.

To model the behaviours required of all staff in terms of equality, ethical behaviour, empathy, effective governance, effective internal control, transparency, and openness.

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 stakeholders 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 stakeholders, 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.

CROYDON COUNCIL - Job Description

Job title: Director of Policy, Programmes & Performance	Service Area: Policy, Programmes & Performance Management	
Directorate: Assistant Chief Executive	Post Number From Oracle	Evaluation Number: From JE system
Grade: 1	Date issued: June 2021	

Croydon Council's priorities

We will live within our means, balance the books and provide value for money for our residents.

We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.

We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.

To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand

Croydon Council's new ways of working

We will practise 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.

Overall purpose of role

As a member of the council's senior management, the **Director of Policy, Programmes & Performance Management** will work collaboratively with other directors in the assistant chief executive's directorate, with corporate directors and directors in other directorates, and with the chief executive to deliver the Croydon Renewal Improvement Plan, the council's priorities and ways of working and a financially sustainable budget by March 2024.

The **Director of Policy, Programmes & Performance Management** will be the head of profession for programme and project management, and will directly lead and manage a portfolio of services and promote the council's corporate competencies and values through day-to-day managerial behaviours.

The **Director of Policy, Programmes & Performance Management** will provide high quality professional advice to the assistant chief executive, the chief executive, Leader and Cabinet, the Scrutiny and Overview Committee, and any other external bodies on all policy and partnership matters related to the functions of the council.

Reports to: assistant chief executive

Responsible for: head of profession for programme and project management and corporate policy advice to members, programme management office, business intelligence & performance management, resilience planning, support to the Leader and Cabinet, voluntary sector funding, elections, support to the Mayor's office, support to the Coroner's service, and the relationship with the local strategic partnership and policy relationships across local government, SWL, pan London and with government.

Job context:

This post holder is an office holder under the Safeguarding Vulnerable Groups Act 2006 and will be engaged in regulated activity by virtue of undertaking the role and will come within the scope of the Disclosure and Barring Service.

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.

The post holder has line management responsibility for 2 direct reports and responsibility for all staff in the division and is accountable and responsible for the divisional services delivered.

The post holder is accountable for the division's £ XXm budget and will deliver services and the associated savings programme and transformation projects within that budget envelope.

The post holder will ensure the financial probity and competence of financial management across the division and that effective arrangements are in place to meet legislative and statutory requirements in relation to financial management and internal control.

The post holder is jointly accountable with the corporate management team and all senior management for the delivery of the council's equality strategy 2021-2024 and action plan and will personally lead elements of it and champion it overall.

The post holder will 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 post holder will enable staff in the division to lead cross-council projects on issues as defined by Cabinet. A limited number of reviews per year will tackle complex priority issues and also enable new skills and experiences to be developed by staff to aid their future career development.

The post holder will participate in the council's emergency arrangements as an on-call member and will fully participate in gold and silver arrangements as required, which may require chairing the formal council meetings.

The post holder will ensure that all relevant health & safety legislation and the council's health & safety requirements are reasonably complied with.

The post holder will be required to operate within any relevant delegations as detailed in the council's scheme of delegation of the council's constitution.

The post holder will be required to work some evenings, weekends and occasional public holidays in order to meet service requirements and to ensure appropriate representation of the council with residents, the Leader and Cabinet and all elected Members and external bodies.

This is a politically restricted post under the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990. The individual holding this post cannot have any active political role.

Politically restricted employees are prohibited from:

- standing for office as local councillors, MPs, MEPs, Members of the Welsh Assembly or Members of the Scottish Parliament,
- canvassing on behalf of a political party or a person who is, or seeks to be, a candidate, and
- speaking to the public at large or publishing any written or artistic work that could give the impression of advocating support for a political party.

Accountabilities – Director of Policy, Programmes & Performance Management

To manage the division, ensuring that the development and transformation of services to meet the new budget envelope in the medium term financial strategy 2021-2024 is delivered.

To develop and co-ordinate the strategy framework including the identification of links to strategies and functions and identification of cross-cutting policy issues and changes across services and the council.

To lead and co-ordinate the council's response to national and regional policy agenda changes and opportunities facilitating policy consultation and the response.

To be the professional lead for policy development across the council, ensuring standards of policy development and advice to members are consistent, evidence and data-rich and coherent across the council.

To enable the local strategic partnership to develop shared priorities for the borough and drive delivery against those priorities, working closely with the director of public health to deliver an approach as a borough to living healthily and safely post the pandemic.

To lead and deliver the council's relationship with the voluntary sector working with colleagues across the council and particularly in the commissioning services who engage the voluntary sector in contractual work.

To lead on connecting between and engaging with the different policy relationships the council has across local government, SWL, pan London and with government.

To deliver a data-rich corporate performance management function, supporting the corporate and directorate management teams and members with accurate, timely and relevant performance data to assist in the assurance of the delivery of the Croydon Renewal Improvement Plan.

To deliver a corporate programme management function to support the delivery of the Croydon Renewal Improvement Plan.

To manage a compliance team to cover business continuity planning and emergency planning. Ensure regular testing of the plans and that they are maintained and are regularly refreshed.

To deliver an effective and efficient support function to the Leader of the Council and Cabinet ensuring effective governance and strategic support is provided.

To be the head of profession for programme and project management, drawing together managers with programme and project delivery direct responsibilities into one professional community, ensuring skills and knowledge of effective management are developed and enhanced to ensure effective delivery across the council.

To ensure the Council supports the South London Coroner's service consortium and HM Coroner effectively.

To ensure effective support to the Mayor of the London Borough of Croydon enabling them to fully conduct their duties as the first citizen of the borough.

To ensure the election service works closely with the chief executive as returning officer, and ensure effective planning and regulation compliance by the service including ensuring the electoral register for Croydon is maintained effectively, the organisation and conduct of local and parliamentary, elections and by-elections in Croydon and other polls are delivered as required and continuously develop and improve the delivery of electoral functions.

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

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 stakeholders 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 stakeholders, 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.

CROYDON COUNCIL - Job Description

Job title: Director of Public Health (DPH)	Service Area: Public Health	
Directorate: Assistant Chief Executive	Post Number From Oracle	Evaluation Number: From JE system
Grade:	Date issued: June 2021 FINAL	

Croydon Council's priorities

We will live within our means, balance the books and provide value for money for our residents.

We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.

We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.

To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand

Croydon Council's new ways of working

We will practise 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.

Overall purpose of role

As a member of the council's senior management, **the Director of Public Health** will work collaboratively with other directors in the assistant chief executive's directorate, with corporate directors and directors in other directorates, and with the chief executive to deliver the Croydon Renewal Improvement Plan, the council's priorities and ways of working and a financially sustainable budget by March 2024.

The Director of Public Health operates as a system leader with oversight and expertise across all determinants of health within the council, the NHS, other sectors and agencies, working across organisational boundaries to influence and facilitate outcomes, is head of profession for data interpretation, business analytics and insight and promotes the council's corporate competencies and values through day-to-day managerial behaviours.

The **Director of Public Health** will provide high quality professional advice to the assistant chief executive, the chief executive, Leader and Cabinet, the Scrutiny and Overview Committee, the Health and Well-Being Board and any other external bodies on all public health matters related to the functions of the council.

Reports to: assistant chief executive with a "dotted line" reporting relationship to the chief executive

Responsible for: all public health functions, head of profession for data interpretation, business analytics and insight.

Job context:

The Director of Public Health is a statutory Chief Officer appointment as required by the Local Government and Housing Act 1989, and the Health and Social Care Act 2012. The post holder is the principal adviser on all health matters to elected members and officers, with a leadership role spanning all three domains of public health: health improvement, health protection and healthcare public health.

The Director of Public Health must be a registered public health specialist (i.e. included in the GMC Specialist Register/GDC Specialist List or UK Public Health Register (UKPHR)).

This post holder is an office holder under the Safeguarding Vulnerable Groups Act 2006 and will be engaged in regulated activity by virtue of undertaking the role and will come within the scope of the Disclosure and Barring Service.

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.

The post holder has line management responsibility for the public health team direct reports and is accountable and responsible for the public health services delivered.

The post holder is accountable for the public health **£ XXm** budget and the public health grant and will deliver services and the associated savings programme and transformation projects within that budget envelope. The post holder will have control over the proposals to allocate the public health grant and will advise members on the recommendations on its use for their decision.

The post holder will ensure the financial probity and competence of financial management across the public health division and that effective arrangements are in place to meet legislative and statutory requirements in relation to financial management and internal control.

The post holder is jointly accountable with the corporate management team and all senior management for the delivery of the council's equality strategy 2021-2024 and action plan and will personally lead elements of it and champion it overall.

The post holder will 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 post holder will enable staff in the division to lead cross-council projects on issues as defined by Cabinet. A limited number of reviews per year will tackle complex priority issues and also enable new skills and experiences to be developed by staff to aid their future career development.

The post holder will participate in the council's emergency arrangements as an on-call member and will fully participate in gold and silver arrangements as required, which may require chairing the formal council meetings.

The post holder will ensure that all relevant health & safety legislation and the council's health & safety requirements are reasonably complied with.

The post holder will be required to operate within any relevant delegations as detailed in the council's scheme of delegation of the council's constitution.

As a statutory officer the Director of Public Health has a dotted line reporting relationship to the chief executive, and direct access to the corporate management team and members as required.

The post holder will be required to work some evenings, weekends and occasional public holidays in order to meet service requirements and to ensure appropriate representation of the council with residents, the Leader and Cabinet and all elected Members and external bodies.

This is a politically restricted post under the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990. The individual holding this post cannot have any active political role.

Politically restricted employees are prohibited from:

- standing for office as local councillors, MPs, MEPs, Members of the Welsh Assembly or Members of the Scottish Parliament,
- canvassing on behalf of a political party or a person who is, or seeks to be, a candidate, and
- speaking to the public at large or publishing any written or artistic work that could give the impression of advocating support for a political party.

Accountabilities – Director of Public Health

To manage the division, ensuring that the development and transformation of services to meet the new budget envelope in the medium term financial strategy 2021-2024 is delivered.

To be the head of profession for data interpretation, business analytics analysis insight across the council, drawing together colleagues involved in data analysis into one professional community, ensuring standards of data analysis, commissioning of and use of such data adopts shared rigorous statistical and research methodologies across the council and advice to members using such analysis is reliable, valid and accurate.

To ensure the development of a strategic needs assessment for the local population to guide and inform council wide commissioning priorities.

To ensure an independent annual report on the health of the population of Croydon is delivered and advise members and partners effectively.

To deliver the statutory functions of the Director of Public Health, fulfilling the statutory duty and ensuring they have impact and reach across all of the council's services.

Health Improvement

- Developing healthy, sustainable and cohesive communities through the wider Council and partners
- Developing healthy lifestyles for individuals and communities with particular regard to post pandemic lifestyles
- Tackling specific issues based on local needs assessment such as childhood obesity, smoking,
- Developing a strategy for reducing health inequalities

Health Protection

- Dealing with infectious disease threats including food and water borne disease supported by local Public Health England
- Preparing for emergencies including pandemic influenza
- Providing advice and challenge, especially advising on environmental threats including pollution, noise and contaminated land
- Co-chairing the Local Health Resilience Partnership

Health services- public health

- Population health care, including oversight and promoting population coverage of immunisation and screening programmes
- Supporting the commissioning of appropriate, effective, and equitable health care from the NHS locally

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

Accountabilities (all corporate directors and service directors)

Tasks and accountabilities are intended to be a guide to the range and level of work expected of the post holder. This is not an exhaustive list of all tasks that may fall to the post holder and employees will be expected to carry out such other reasonable duties which may be required from time to time.

Strategy

To take a “one Council” approach to deliver more effective outcomes and at all times avoid a silo-ed, single directorate 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 ensure the council listens to and engages residents in the development of ideas, strategies and policies and that co-design and co-production approaches are implemented throughout the directorate.

To contribute fully to the development and implementation of all corporate strategies, the Croydon Renewal Improvement Plan and the council’s priorities and ways of working and to act as a project or programme senior responsible owner to lead and ensure the implementation of specific corporate projects as required.

To actively promote the council’s priorities and ways of working and the council’s leadership framework and values to ensure they are delivered throughout the organisation.

Service quality

To fulfil the best value duty requirements as established by the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which the directorate’s functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

Through personal example, commitment and clear action, valuing and celebrating the diversity of Croydon’s communities, ensuring an inclusive approach and equality of access and treatment in employment and service delivery.

To develop appropriate service quality measures, targets and outcomes for accountable assessment. To seek out more transparent accountability mechanisms for delivery in the directorate.

To maintain an up to date knowledge of relevant legislation as applicable to the directorate and to the overall council.

To build effective partnerships to harness public, private, voluntary sector and community resources that can help deliver the Croydon Renewal Improvement Plan and the council’s priorities and ways of working.

To be the council's (officer level) lead representative in a number of partnerships.

To work collaboratively with the trade unions to improve services and solve problems in a coherent and integrated manner.

Performance

To lead and direct the services within the directorate in order to ensure that they deliver effective and efficient services, 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.

To lead, direct and uphold the internal control system that safeguards the residents' interest in the appropriate use of council resources and ensure the system is respected and complied with by all staff in the directorate.

To comply with the requirements of the Council's constitution and the relevant officer and other codes of conduct and ensure through personal leadership that staff in the directorate are familiar with, understand and comply with the requirements also.

To ensure the effective management of data and security of information received and used within the directorate, 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.

Resource management

To lead and direct an effective directorate management team.

To ensure that staff are informed, organised, performance managed, held to account and motivated to deliver high quality and cost effective services.

To uphold the mandatory financial regulations of the council and ensure that they are understood and complied with by the directorate's staff .

To plan and keep under review the services within the directorate to control the budgets within it, manage risk effectively and ensure accountability.

Leadership and Culture

To lead within the directorate and across the council, the change that is needed in order to ensure that adult social care services play their full part in achieving the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To act at all times in ways that create a fully inclusive workplace and operating culture, proactively seeking ways to ensure staff feel valued and that they all belong.

To seek ways to harness and fully develop the potential of staff working in the directorate and develop their talent.

To demonstrate through personal behaviour, active listening to staff and residents in ways that will help rebuild the relationship with the residents of Croydon and seeking out the resident voice to guide and advise the council in its' actions and decision making.

To model the behaviours required of all staff in terms of equality, ethical behaviour, empathy, effective governance, effective internal control, transparency, and openness.

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 stakeholders 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 stakeholders, 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.

CROYDON COUNCIL - Job Description

Job title: Director of Quality, Policy & Performance Improvement (deputy DCS)	Service Area: Quality, Policy & Performance Improvement	
Directorate: Children, Young People & Education	Post Number From Oracle	Evaluation Number: From JE system
Grade: 1	Date issued: June 2021 FINAL	

Croydon Council's priorities

We will live within our means, balance the books and provide value for money for our residents.

We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.

We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.

To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand

Croydon Council's new ways of working

We will practise 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.

Overall purpose of role

As a member of the council's senior management, the **Director of Quality, Policy & Performance Improvement** will work collaboratively with other directors in the Children, Young People & Education Directorate, with corporate directors and directors in other directorates, and with the chief executive to deliver the Croydon Renewal Improvement Plan, the council's priorities and ways of working and a financially sustainable budget by March 2024.

The **Director of Quality, Policy & Performance Improvement** will be responsible for driving the continuous improvement of services through the development and implementation of performance management, business intelligence, quality assurance, effective child protection reviews and ensuring consistency in processes across children services to drive efficiencies and promote the council's corporate competencies and values through day-to-day managerial behaviours.

The **Director of Quality, Policy & Performance Improvement** will provide high quality professional advice to the corporate director of children, young people & education, the chief executive, Leader and Cabinet, the Scrutiny and Overview Committee, the Children's Improvement Board and any other external bodies on all matters related to the quality, performance and improvement functions of the children social care functions of the council.

Reports to: corporate director for children, young people & education

Responsible for: child protection & review, performance & business intelligence, policy and strategy for the directorate, and helping to deliver the aims of the medium term financial strategy 2021/2024 in reducing the cost of children's social care services. Following the commissioning and procurement review, it is likely that children's social care commissioning will be placed in this division.

Job context:

The post holder is the deputy to the Corporate Director of Children, Young People & Education which holds the statutory post of Director of Children's Services (DCS) in accordance with the Children's Act 2004.

This post holder is an office holder under the Safeguarding Vulnerable Groups Act 2006 and will be engaged in regulated activity by virtue of undertaking the role and will come within the scope of the Disclosure and Barring Service.

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.

The post holder has line management responsibility for 3 direct reports and responsibility for all staff in the quality, policy & performance improvement division and is accountable and responsible for the quality, policy & performance improvement services delivered.

The post holder is accountable for the quality, policy & performance improvement £ XXm budget and will deliver services and the associated savings programme and transformation projects within that budget envelope.

The post holder will ensure the financial probity and competence of financial management across the quality & performance improvement division and that effective arrangements are in place to meet legislative and statutory requirements in relation to financial management and internal control.

The post holder is jointly accountable with the corporate management team and all senior management for the delivery of the council's equality strategy

2021-2024 and action plan and will personally lead elements of it and champion it overall.

The post holder will 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 post holder will enable staff in the division to lead cross-council projects on issues as defined by Cabinet. A limited number of reviews per year will tackle complex priority issues and also enable new skills and experiences to be developed by staff to aid their future career development.

The post holder will participate in the council's emergency arrangements as an on-call member and will fully participate in gold and silver arrangements as required, which may require chairing the formal council meetings.

The post holder will ensure that all relevant health & safety legislation and the council's health & safety requirements are reasonably complied with.

The post holder will be required to operate within any relevant delegations as detailed in the council's scheme of delegation of the council's constitution.

The post holder will be required to work some evenings, weekends and occasional public holidays in order to meet service requirements and to ensure appropriate representation of the council with residents, the Leader and Cabinet and all elected Members and external bodies.

This is a politically restricted post under the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990. The individual holding this post cannot have any active political role.

Politically restricted employees are prohibited from:

- standing for office as local councillors, MPs, MEPs, Members of the Welsh Assembly or Members of the Scottish Parliament,
- canvassing on behalf of a political party or a person who is, or seeks to be, a candidate, and
- speaking to the public at large or publishing any written or artistic work that could give the impression of advocating support for a political party.

Accountabilities – Director of Quality, Policy & Performance Improvement

To manage the division, ensuring that the development and transformation of services to meet the new budget envelope in the medium term financial strategy 2021-2024 is delivered, working closely with the Director of Children's Social Care to reduce the cost of children's social care services.

To lead on the formulation and implementation of policy, prioritisation and business planning, drawing on national guidelines and best practice and translating these into local delivery to ensure the council is well placed to deliver efficient and effective children's services.

To lead the development and implementation of performance and quality assurance systems, providing the insight and business intelligence to deliver high quality services, including the development of a family-based approach to improving outcomes for children.

To ensure the directorate is prepared for external scrutiny including Ofsted, SEND and YOT inspections, and as a partner in CQC regulatory visits.

To lead on the monitoring, assurance and improvement of services to ensure that the council meets its statutory requirements.

To lead the delivery of an effective child protection and review function.

To provide advice, support and professional challenge to the directorate management team on the performance and quality of service provision, including the formulation of policy, implementation, and performance evaluation of service and improvement plans.

To lead the response to quality assurance activities, internal management investigations, and serious case reviews.

To develop effective mechanisms to seek out, listen to, and respond to the views and ideas of children and young people, partners and other stakeholders in order to ensure services are relevant, responsive and truly focused on improving outcomes.

Following the commissioning and procurement review, it is likely that children's social care commissioning will be placed in this division.

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

Ensure equalities is embedded into all aspects of professional and managerial roles in the division and the services delivered and at all times carry out the duties of this post with due regard to the council's policy.

Contribute to the implementation of strategic changes driven by national Government, the council and /or key partners to enable responsive, effective and efficient children's social care services.

To work with a range of partners at a strategic level contributing to the effectiveness of the children's continuous improvement board, care leaver's council, youth parliament, children's safeguarding partnership and any other relevant bodies.

It is intended that this post will manage the commissioning service for children and young peoples services. The commissioning and procurement service as currently structured is undergoing a separate review and restructure. Once this is concluded this job description will be updated to reflect those new duties.

Accountabilities (all corporate directors and service directors)

Tasks and accountabilities are intended to be a guide to the range and level of work expected of the post holder. This is not an exhaustive list of all tasks that may fall to the post holder and employees will be expected to carry out such other reasonable duties which may be required from time to time.

Strategy

To take a “one Council” approach to deliver more effective outcomes and at all times avoid a silo-ed, single directorate 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 ensure the council listens to and engages residents in the development of ideas, strategies and policies and that co-design and co-production approaches are implemented throughout the directorate.

To contribute fully to the development and implementation of all corporate strategies, the Croydon Renewal Improvement Plan and the council’s priorities and ways of working and to act as a project or programme senior responsible owner to lead and ensure the implementation of specific corporate projects as required.

To actively promote the council’s priorities and ways of working and the council’s leadership framework and values to ensure they are delivered throughout the organisation.

Service quality

To fulfil the best value duty requirements as established by the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which the directorate’s functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

Through personal example, commitment and clear action, valuing and celebrating the diversity of Croydon’s communities, ensuring an inclusive approach and equality of access and treatment in employment and service delivery.

To develop appropriate service quality measures, targets and outcomes for accountable assessment. To seek out more transparent accountability mechanisms for delivery in the directorate.

To maintain an up to date knowledge of relevant legislation as applicable to the directorate and to the overall council.

To build effective partnerships to harness public, private, voluntary sector and community resources that can help deliver the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To be the council's (officer level) lead representative in a number of partnerships.

To work collaboratively with the trade unions to improve services and solve problems in a coherent and integrated manner.

Performance

To lead and direct the services within the directorate in order to ensure that they deliver effective and efficient services, 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.

To lead, direct and uphold the internal control system that safeguards the residents' interest in the appropriate use of council resources and ensure the system is respected and complied with by all staff in the directorate.

To comply with the requirements of the Council's constitution and the relevant officer and other codes of conduct and ensure through personal leadership that staff in the directorate are familiar with, understand and comply with the requirements also.

To ensure the effective management of data and security of information received and used within the directorate, 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.

Resource management

To lead and direct an effective divisional management team.

To ensure that staff are informed, organised, performance managed, held to account and motivated to deliver high quality and cost effective services.

To uphold the mandatory financial regulations of the council and ensure that they are understood and complied with by the directorate's staff .

To plan and keep under review the services within the directorate to control the budgets within it, manage risk effectively and ensure accountability.

Leadership and Culture

To lead within the directorate and across the council, the change that is needed in order to ensure that adult social care services play their full part in

achieving the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To act at all times in ways that create a fully inclusive workplace and operating culture, proactively seeking ways to ensure staff feel valued and that they all belong.

To seek ways to harness and fully develop the potential of staff working in the directorate and develop their talent.

To demonstrate through personal behaviour, active listening to staff and residents in ways that will help rebuild the relationship with the residents of Croydon and seeking out the resident voice to guide and advise the council in its' actions and decision making.

To model the behaviours required of all staff in terms of equality, ethical behaviour, empathy, effective governance, effective internal control, transparency, and openness.

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 stakeholders 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 stakeholders, 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.

CROYDON COUNCIL - Job Description

Job title: Director of Service Quality, Improvement & Inclusion	Service Area: Service Quality, Improvement & Inclusion	
Directorate: Assistant Chief Executive	Post Number From Oracle	Evaluation Number: From JE system
Grade: 1	Date issued: June 2021 FINAL	

Croydon Council's priorities

We will live within our means, balance the books and provide value for money for our residents.

We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.

We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.

To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand

Croydon Council's new ways of working

We will practise 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.

Overall purpose of role

As a member of the council's corporate management team, the **Director of Service Quality, Improvement & Inclusion** will work collaboratively with other corporate directors and the chief executive to deliver the Croydon Renewal Improvement Plan, the council's priorities and ways of working and a financially sustainable budget by March 2024.

The **Director of Service Quality, Improvement & Inclusion** will be the head of profession for service quality, productivity and improvement and will directly lead and manage a portfolio of equality, organisational development and engagement services and promote the corporate competencies and values through day-to-day leadership and managerial behaviours.

The **Director of Service Quality, Improvement & Inclusion** will provide high quality professional advice to the Leader and Cabinet, the Scrutiny and Overview Committee, the Ethics Committee, the General Purposes and Audit Committee and any other council or external bodies on all matters related to the assistant chief executive directorate services.

Reports to: chief executive

Responsible for: head of profession for service quality, productivity and improvement, equality, diversity and inclusion, service quality and productivity improvement, internal and external communications and engagement, organisational development and learning.

Job context:

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.

The post holder has line management responsibility for 2 direct reports, overall responsibility for all staff in the division and is accountable and responsible for all service quality and improvement services delivered.

The post holder is accountable for the division's £ XXm budget and will deliver services and the associated savings programme and transformation projects within that budget envelope.

The post holder will ensure the financial probity and competence of financial management across the division's services and that effective arrangements are in place to meet legislative and statutory requirements in relation to financial management and internal control.

The post holder is jointly accountable with the corporate management team for the delivery of the council's equality strategy 2021-2024 and action plan and will personally lead elements of it and champion it overall.

The post holder will 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 post holder will enable staff in the directorate to lead cross-council projects on issues as defined by Cabinet. A limited number of reviews per year will tackle complex priority issues and also enable new skills and experiences to be developed by staff to aid their future career development.

The post holder will participate in the council's emergency arrangements as an on-call member and will fully participate in gold and silver arrangements as required, which may require chairing the formal council meetings.

The postholder is required to deputise for the chief executive in the role of London local authority gold at a borough level as required.

The post holder will ensure that all relevant health & safety legislation and the council's health & safety requirements are reasonably complied with.

The post holder will be required to operate within the delegations from the chief executive and head of paid service and as detailed in the council's scheme of delegation of the council's constitution.

The post holder will be required to work some evenings, weekends and occasional public holidays in order to meet service requirements and to ensure appropriate representation of the council with residents, the Leader and Cabinet and all elected Members and external bodies.

This is a politically restricted post under the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990. The individual holding this post cannot have any active political role.

Politically restricted employees are prohibited from:

- standing for office as local councillors, MPs, MEPs, Members of the Welsh Assembly or Members of the Scottish Parliament,
- canvassing on behalf of a political party or a person who is, or seeks to be, a candidate, and
- speaking to the public at large or publishing any written or artistic work that could give the impression of advocating support for a political party.

Accountabilities – Director of Service Quality, Improvement & Inclusion

To lead and manage the division, ensuring the provision of high quality services and in particular support the delivery of the Croydon Renewal Improvement Plan and provide the strategic intervention to improve the quality of the services the council is delivering.

To be responsible for the delivery of and the performance of statutorily defined local authority functions relating to the division's services and ensuring that effective systems are in place for discharging these functions as appropriate.

To be the responsible and accountable officer for the development of council policies for productivity and improvement, cultural change, organisational development, learning and development policies, the equality and diversity policy and strategy, the engagement policy and internal and external communications policies and the provision of professional advice on all those matters; advising the Leader and Cabinet, the Scrutiny and Overview Committee, the General Purposes and Audit Committee, the Ethics Committee, all Members, the chief executive, the corporate management team and others to enable the discharge of functions in an effective and efficient way, and to display the highest standards of ethical governance.

To act as the professional lead for equality, diversity and inclusion ensuring the council meets its public sector equalities duties and to lead the organisation through external peer assessment to learn from and improve its implementation of the equality duties.

To lead the equality, diversity and inclusion agenda for the council ensuring that the equality strategy is delivered, effective reporting on compliance is undertaken and is part of the council's suite of publically reported performance measures and that equality and inclusion is at the heart of the delivery of the Croydon Renewal Improvement Plan.

To empower the service quality and improvement resources across the council, ensuring linkage of the heads of service focussed upon performance improvement and ensure a focus on organisational development and engagement activity underpins productivity improvement activity through effective staff engagement and the building of a truly inclusive organisation.

To provide service equality advice, equality impact assessments and advise on equality improvements in employment practice.

To ensure the delivery of a high performing external and internal communications and engagement function.

To engage with internal and external partners to improve the data the council captures in relation to equalities and diversity and ensure that this guides the development of our services and key decisions.

To be responsible for an effective organisational and employee development service, nurturing staff networks and engagement and ensuring regular assessment is taken of employee opinion and acted upon.

To be the head of profession for service quality, productivity and improvement across the council, drawing together managers with performance and improvement direct responsibilities into one professional community, developing programmes to develop higher quality and more productive service delivery methods with a clear focus on engagement and inclusion in the workplace.

Accountabilities (all corporate directors and service directors)

Tasks and accountabilities are intended to be a guide to the range and level of work expected of the post holder. This is not an exhaustive list of all tasks that may fall to the post holder and employees will be expected to carry out such other reasonable duties which may be required from time to time.

Strategy

To take a “one Council” approach to deliver more effective outcomes and at all times avoid a silo-ed, single directorate 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 ensure the council listens to and engages residents in the development of ideas, strategies and policies and that co-design and co-production approaches are implemented throughout the directorate.

To contribute fully to the development and implementation of all corporate strategies, the Croydon Renewal Improvement Plan and the council’s priorities and ways of working and to act as a project or programme senior responsible owner to lead and ensure the implementation of specific corporate projects as required.

To actively promote the council’s priorities and ways of working and the council’s leadership framework and values to ensure they are delivered throughout the organisation.

Service quality

To fulfil the best value duty requirements as established by the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which the directorate’s functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

Through personal example, commitment and clear action, valuing and celebrating the diversity of Croydon’s communities, ensuring an inclusive approach and equality of access and treatment in employment and service delivery.

To develop appropriate service quality measures, targets and outcomes for accountable assessment. To seek out more transparent accountability mechanisms for delivery in the directorate.

To maintain an up to date knowledge of relevant legislation as applicable to the directorate and to the overall council.

To build effective partnerships to harness public, private, voluntary sector and community resources that can help deliver the Croydon Renewal Improvement Plan and the council’s priorities and ways of working.

To be the council’s (officer level) lead representative in a number of partnerships.

To work collaboratively with the trade unions to improve services and solve problems in a coherent and integrated manner.

Performance

To lead and direct the services within the directorate in order to ensure that they deliver effective and efficient services, 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.

To lead, direct and uphold the internal control system that safeguards the residents' interest in the appropriate use of council resources and ensure the system is respected and complied with by all staff in the directorate.

To comply with the requirements of the Council's constitution and the relevant officer and other codes of conduct and ensure through personal leadership that staff in the directorate are familiar with, understand and comply with the requirements also.

To ensure the effective management of data and security of information received and used within the directorate, 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.

Resource management

To lead and direct an effective divisional management team.

To ensure that staff are informed, organised, performance managed, held to account and motivated to deliver high quality and cost effective services.

To uphold the mandatory financial regulations of the council and ensure that they are understood and complied with by the directorate's staff.

To plan and keep under review the services within the directorate to control the budgets within it, manage risk effectively and ensure accountability.

Leadership and Culture

To lead within the directorate and across the council, the change that is needed in order to ensure that adult social care services play their full part in achieving the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To act at all times in ways that create a fully inclusive workplace and operating culture, proactively seeking ways to ensure staff feel valued and that they all belong.

To seek ways to harness and fully develop the potential of staff working in the directorate and develop their talent.

To demonstrate through personal behaviour, active listening to staff and residents in ways that will help rebuild the relationship with the residents of Croydon and seeking out the resident voice to guide and advise the council in its' actions and decision making.

To model the behaviours required of all staff in terms of equality, ethical behaviour, empathy, effective governance, effective internal control, transparency, and openness.

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 stakeholders 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 stakeholders, 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.

CROYDON COUNCIL - Job Description

Job title: Director of Sustainable Communities	Service Area: Sustainable Communities	
Directorate: Sustainable Communities, Regeneration and Economic Recovery	Post Number From Oracle	Evaluation Number: From JE system
Grade: 2	Date issued: June 2021 FINAL	

Croydon Council's priorities

We will live within our means, balance the books and provide value for money for our residents.

We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.

We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.

To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand

Croydon Council's new ways of working

We will practise 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.

Overall purpose of role

As a member of the council's senior management, the **Director of Sustainable Communities** will work collaboratively with other directors in the Sustainable Communities, Regeneration and Economic Recovery directorate, with corporate directors and directors in other directorates, and with the chief executive to deliver the Croydon Renewal Improvement Plan, the council's priorities and ways of working and a financially sustainable budget by March 2024.

The **Director of Sustainable Communities** will be the head of profession for resident voice and also be responsible for all matters relating to sustainable communities and promote the council's corporate competencies and values through day-to-day managerial behaviours.

The **Director of Sustainable Communities** will provide high quality professional advice to the corporate director of sustainable communities, regeneration and economic recovery, the chief executive, Leader and Cabinet, the Scrutiny and Overview Committee, Traffic Management Advisory Committee, Licensing and Licensing Sub-Committee and any other external bodies on all matters related to the public realm functions of the council.

Reports to: corporate director sustainable communities, regeneration and economic recovery

Responsible for: the head of profession for resident voice, Asset and Traffic Management, highway drainage and structural engineering, street lighting, parking services and local flood authority. Waste management & recycling, street cleaning, universal regulatory and enforcement services including: environmental health – food safety, licensing, trading standards and neighbourhood safety operations, independent transport for SEND and the council's fleet management. Strategic and operational management of the boroughs 127 parks and open spaces.

Job context:

This post holder is the chief engineer for the Highway Authority and leads the statutory responsibility under the Environmental Protection Act 1990, Traffic Management Act 2004 and leads the local flood authority and delivers the duties as required under the Flood and Water Management Act 2010.

The post holder is the accountable officer for the provision of, or advice on decision making in respect of, the legal discharge of all council highways, environmental services and the universal regulatory services, statutory responsibilities in line with relevant Government legislation.

The post holder is the council's lead officer for the South London Waste Partnership (SLWP), a 4 Borough Partnership encompassing waste collection and disposal contracts across Croydon, Kingston, Merton and Sutton.

This post holder is an office holder under the Safeguarding Vulnerable Groups Act 2006 and will be engaged in regulated activity by virtue of undertaking the role and will come within the scope of the Disclosure and Barring Service.

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.

The post holder has line management responsibility for 4 direct reports and responsibility for all staff in the sustainable communities division and is accountable and responsible for the services delivered.

The post holder is accountable for the sustainable communities **£ XXm** budget and will deliver services and the associated savings programme and transformation projects within that budget envelope.

The post holder will ensure the financial probity and competence of financial management across the sustainable communities division and that effective arrangements are in place to meet legislative and statutory requirements in relation to financial management and internal control.

The post holder is jointly accountable with the corporate management team and all senior management for the delivery of the council's equality strategy 2021-2024 and action plan and will personally lead elements of it and champion it overall.

The post holder will 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 post holder will enable staff in the division to lead cross-council projects on issues as defined by Cabinet. A limited number of reviews per year will tackle complex priority issues and also enable new skills and experiences to be developed by staff to aid their future career development.

The post holder will participate in the council's emergency arrangements as an on-call member and will fully participate in gold and silver arrangements as required, which may require chairing the formal council meetings.

The post holder will ensure that all relevant health & safety legislation and the council's health & safety requirements are reasonably complied with.

The post holder will be required to operate within any relevant delegations as detailed in the council's scheme of delegation of the council's constitution.

The post holder will be required to work some evenings, weekends and occasional public holidays in order to meet service requirements and to ensure appropriate representation of the council with residents, the Leader and Cabinet and all elected Members and external bodies.

This is a politically restricted post under the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990. The individual holding this post cannot have any active political role.

Politically restricted employees are prohibited from:

- standing for office as local councillors, MPs, MEPs, Members of the Welsh Assembly or Members of the Scottish Parliament,
- canvassing on behalf of a political party or a person who is, or seeks to be, a candidate, and
- speaking to the public at large or publishing any written or artistic work that could give the impression of advocating support for a political party.

Accountabilities – Director of Sustainable Communities

To manage the division, ensuring that the development and transformation of services to meet the new budget envelope in the medium term financial strategy 2021-2024 is delivered.

To advise members on the strategic direction of the council's sustainable community services and to ensure that policies agreed by the council meet statutory requirements.

To maintain and improve the public highway including ensuring that the public highway is managed and maintained in line with the Highways Act and other relevant Government legislation and guidance; that it is in decent repair, free from ice and snow and free from litter and detritus.

To ensure that the borough's Rights of Way are managed in line with relevant legislation.

To deliver the duties required as the Lead Local Flood Authority (LLFA) as follows;

- i. Designation of features with a Flood Risk Management role,
- ii. Development and maintenance of a public register of Flood Risk Management Assets;
- iii. Development of a coordinated management of flooding from surface water, groundwater and ordinary watercourses, investigation and recording of flooding events and cooperation with relevant parties;
- iv. Maintain a register of assets of physical features that have an effect on flooding;
- v. Respond to major planning applications in relation to sustainable drainage systems and;
- vi. Develop, maintain and apply the Council's Surface Water Management Plan, Strategic Local Flood Risk Assessment and Local Flood Risk Management Strategy (Sept 2015).

To ensure road network management duties are carried out in line with, and enforce the Traffic Management Act.

To ensure the authority meets all relevant standards on road safety in particular meets casualty reduction targets.

To effectively manage parking control and traffic restriction measures and charges and collection to ensure that the borough complies with relevant legislation /guidance, and promotes balanced economic sustainable growth across the borough

To effectively manage and maintain the councils 127 parks and open spaces, included developing and maintaining sound relationships with active friends of

groups, maximising their sustainable use and safeguarding their environmental heritage.

To manage the council's special educational need & disability (SEND) fleet, ensuring compliance with relevant legislation, regulations and guidance, working closely with the Children, Young People and Education Directorate.

To ensure the provision of a fit-for-purpose street lighting network and oversee the joint PFI scheme with Lewisham Council

To act as the council's Strategic Lead Officer for the South London Waste Partnership (SLWP), a 4 Borough Partnership encompassing waste collection and disposal contracts across Croydon, Kingston, Merton and Sutton.

To deliver effective and value for money waste, recycling, street cleaning and horticultural services which are targeted to the needs and demands of specific areas of the borough and which comply with the council's duties regarding waste transportation and disposal.

To lead the approach to tackling fly tipping and manage trade waste issues and implement initiatives and campaigns to reduce landfill and increase recycling/re-use.

To oversee the effective use of the council's enforcement and licensing powers to create healthy, safe, clean and welcoming places working closely with the Director of Culture & Community Services.

To minimise enviro-crime and anti-social behaviour using the full extent of the Council's licensing and enforcement powers, including ensuring that all enforcement actions are pursued in line with legislation, guidance and best practice to maximise chances of successful action / prosecution.

To ensuring communities are actively engaged in identification and remedy of enviro-crime issues, including the promotion and use of self-reporting tools to ensure appropriate targeting of services and the reduction of crime and anti-social behaviour.

To ensure procurement and contract management process and practice demonstrates continuous improvement.

To be the head of profession for resident voice across the council, drawing together managers, communications staff and organisational development staff to develop systems and process to enable the voice of residents to be heard and acted upon.

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

Accountabilities (all corporate directors and service directors)

Tasks and accountabilities are intended to be a guide to the range and level of work expected of the post holder. This is not an exhaustive list of all tasks that may fall to the post holder and employees will be expected to carry out such other reasonable duties which may be required from time to time.

Strategy

To take a “one Council” approach to deliver more effective outcomes and at all times avoid a silo-ed, single directorate 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 ensure the council listens to and engages residents in the development of ideas, strategies and policies and that co-design and co-production approaches are implemented throughout the directorate.

To contribute fully to the development and implementation of all corporate strategies, the Croydon Renewal Improvement Plan and the council’s priorities and ways of working and to act as a project or programme senior responsible owner to lead and ensure the implementation of specific corporate projects as required.

To actively promote the council’s priorities and ways of working and the council’s leadership framework and values to ensure they are delivered throughout the organisation.

Service quality

To fulfil the best value duty requirements as established by the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which the directorate’s functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

Through personal example, commitment and clear action, valuing and celebrating the diversity of Croydon’s communities, ensuring an inclusive approach and equality of access and treatment in employment and service delivery.

To develop appropriate service quality measures, targets and outcomes for accountable assessment. To seek out more transparent accountability mechanisms for delivery in the directorate.

To maintain an up to date knowledge of relevant legislation as applicable to the directorate and to the overall council.

To build effective partnerships to harness public, private, voluntary sector and community resources that can help deliver the Croydon Renewal Improvement Plan and the council’s priorities and ways of working.

To be the council's (officer level) lead representative in a number of partnerships.

To work collaboratively with the trade unions to improve services and solve problems in a coherent and integrated manner.

Performance

To lead and direct the services within the directorate in order to ensure that they deliver effective and efficient services, 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.

To lead, direct and uphold the internal control system that safeguards the residents' interest in the appropriate use of council resources and ensure the system is respected and complied with by all staff in the directorate.

To comply with the requirements of the Council's constitution and the relevant officer and other codes of conduct and ensure through personal leadership that staff in the directorate are familiar with, understand and comply with the requirements also.

To ensure the effective management of data and security of information received and used within the directorate, 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.

Resource management

To lead and direct an effective directorate management team.

To ensure that staff are informed, organised, performance managed, held to account and motivated to deliver high quality and cost effective services.

To uphold the mandatory financial regulations of the council and ensure that they are understood and complied with by the directorate's staff .

To plan and keep under review the services within the directorate to control the budgets within it, manage risk effectively and ensure accountability.

Leadership and Culture

To lead within the directorate and across the council, the change that is needed in order to ensure that adult social care services play their full part in achieving the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To act at all times in ways that create a fully inclusive workplace and operating culture, proactively seeking ways to ensure staff feel valued and that they all belong.

To seek ways to harness and fully develop the potential of staff working in the directorate and develop their talent.

To demonstrate through personal behaviour, active listening to staff and residents in ways that will help rebuild the relationship with the residents of Croydon and seeking out the resident voice to guide and advise the council in its' actions and decision making.

To model the behaviours required of all staff in terms of equality, ethical behaviour, empathy, effective governance, effective internal control, transparency, and openness.

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Corporate Values

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- 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.

Job Description

Job title: Head of Access to Education	Service Area: Children, Young People & Education	
Division: Education	Post Number From Oracle	Evaluation Number
Grade: XXX	Date issued: January 2021 (consultation draft)	

Croydon Council's priorities

We will live within our means, balance the books and provide value for money for our residents.

We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.

We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.

To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand.

Croydon Council's new ways of working

We will practise 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.

Job Purpose:

As a member of the extended management team, the **Head of Access to Education** will work collaboratively across their department and with other Heads

of Service and directors to ensure the effective and efficient development and delivery of council services that, that support departmental and council objectives.

As required, the postholder will participate in corporate management activities that cross over service or departmental boundaries.

The **Head of Access Education** will ensure effective delivery of the Local Authority's statutory functions in relation to the championing of quality and standards in schools, to ensure delivery of the Local Authority's statutory responsibilities with regard to education, including statutory powers of intervention, ensuring that strategies applied appropriately reflect the political aspirations of the Local Authority.

Key Outcomes:

- The quality of school provision within the Borough, i.e. acting on Ofsted judgements
- Standards for Key Stage 1, Key Stage 2, GCSE and A-level examinations
- Education of Children Looked After
- The safeguarding and well-being of children and young people in all educational settings in the Borough

Champion the voice of the child through effective organisation of the Youth Council, Youth Parliament and Children in Care Council in order to ensure the Council is responding appropriately to young people's aspirations and concerns.

Reports to: Director of Education

Responsibility for: School standards, statutory intervention in schools causing concern, Virtual School for Children Looked After, Croydon Music and Arts, Food Flagship Borough in conjunction with Public Health, SACRE, Education safeguarding, Healthy Schools, Children in Care Council, attendance and exclusions, Education SPOC

Corporate Accountabilities (all Heads of Service)

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 as required .

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 equalities 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

Service Accountabilities:

- To ensure effective delivery of the Local Authority's statutory functions in relation to schools:
 - To ensure the efficient and effective delivery of statutory functions, including, where necessary, the issuing of statutory warning notices and applications for Interim Executive Boards and removal of school delegated budgets.
 - To act as contract monitor of commissioned services for school improvement, ensuring that the local authority appropriately influences the provision of these services and holds the contractor to account for provision of these services
- To ensure the provision of, and professional advice arising from the provision of, detailed standards information:
 - Quality assuring the information that comes from Traded educational services
 - Arranging Learning and Inclusion Board which provides accountability on school standards to the Lead Member
 - Reporting to Cabinet and Scrutiny on school standards
- To lead on reporting through local authority governance processes on: Standards KS1, 2 & 4, OFSTED inspections of schools, along with appropriate comparative analysis:
 - Organising peer reviews
 - Liaising with the senior management team of Traded educational services

- Managing the work of the Head Teacher of the Virtual School
 - Analysing data
 - Liaising with the performance data team
- Create and maintain a quality assurance process for monitoring all schools both through Traded educational services and separately from it:
 - Liaising with the data performance team
 - Developing a quality assurance system alongside and in conjunction with Traded educational services
 - Issue of statutory warning letters to schools where needed
 - Request Traded educational services to help set up Interim Executive Boards in schools causing concern
 - Challenge Traded educational services to innovate and deliver as effectively as possible
- Secure Local Authority responsibilities are delivered for the education of Children Looked After, safeguarding in schools and SACRE
 - Provide effective leadership and management of the Virtual School service for Children Looked After, safeguarding in schools – including reporting to the Local Safeguarding Children Board, and ensuring effective functioning of the Standing Advisory Committee for Religious Education
 - Work alongside the LADO and CSC QA to ensure appropriate support and guidance for strategy meetings related to allegations made against professionals working with children
 - Lead on safeguarding investigations referred by Ofsted to the Local Authority that fall outside the remit of the LADO, involving other officers as appropriate
- Oversee the Local Authority education function with regard to the Food Flagship Borough programme:
 - Line manager of the Health and Well-being officer and Schools Food Officer and maintaining oversight of the progress of the programme, especially engagement of schools
 - Liaising with colleagues from Public Health
 - Disseminating information to schools and ensuring effective feedback and reports to the Food Flagship programme team
 - Ensure the budget of the Food Flagship Borough is on target and is meeting milestones
- Work with all partners to ensure the Local Authority is prepared for any inspection of the School Improvement function
 - Maintaining an up to date self-evaluation document which clearly demonstrates the effectiveness of the arrangements for school improvement, including supporting evidence
 - Liaising with partners, including schools, academy chains, elected members and others to ensure their views on the effectiveness of the SI function is understood, shared and any concerns are acted on appropriately
- Ensure relationships and communications with schools are effective and that schools are aware of, and engaged with, the improvement agenda

- Contribute to the organisation of Head Teacher Breakfast Meetings in conjunction with CHTA
- Ensure all schools are aware of strengths and areas for development across the Local Authority and are also contributing to address areas for development
- Ensure the voice of children and young people is central to youth engagement in the Borough and has an impact on the Council's provision through:
 - Organising an effective Youth Council and elections to the Youth Parliament that is representative of all children and young people in the Borough
 - Involving children and young people in care through an effective Children in Care Council, engaging with Children's Social Care on progress, outcomes and recommendations

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: Chief Executive, CLT and Directors of all Council Departments, Senior Management peer group, LADO, Managers in all Council departments, Manager of the LSCB, the Council's economic function, elected members, Learning Access Team, 0-25 SEND service, data performance team, Admissions and estates, corporate and social care legal teams.

External: Traded educational services Partnership, DFE, EFA, RSC, Ofsted, schools and Academy chains, SWLSEP, Teaching Schools, HOSI, All London Boroughs, Mayor of London's office, GLA.

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. Will only apply to HOS whose duties also involve giving advice to committees, sub-committees or to the Executive or speak on behalf of the Council to journalists e.g Head of Scrutiny, Head of Communications, deputy monitoring and S151 officers

Statutory Responsibilities:

This post will support the Director of Education to discharge the Local Authority's statutory functions in relation to schools..

Other Considerations:

The post holder is required to represent the Director of Education when required.

Enhanced DBS required for this role

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 first degree and recognised teacher qualification
- Significant and relevant post qualification training
- Evidence of continuing professional development, leadership and personal

Experience:

- Significant experience in a school improvement role
- Proven track record of leading and managing school interventions successfully
- Experience of successful budget and project management
- Experience of working successfully in a multi-agency environment to improve outcomes for children and young people
- Thorough knowledge of the school improvement role
- Understanding of the Ofsted framework for inspection of schools and its relevance for raising standards, ideally as an Ofsted inspector
- Excellent knowledge and understanding of education across the primary and secondary phases and of related pedagogy, research and best practice
- Understanding of the Ofsted framework for the inspection of the arrangements for school improvement functions in the LA
- Proven ability to lead a strategic team at a similar level through customer services and leadership capability
- A successful track record and background of consistent achievement at senior management level in a local authority or large complex organisation.
- 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

Knowledge and Skills:

- Knowledge of cross-phase assessment / examination arrangements and progress measures
- Able to represent the authority with credibility at meetings with the DfE, Ofsted, other national agencies, local authorities and at strategic partnerships
- Able to champion the values and objectives of the local authority and the purpose of education and learning as they relate to children and young people in Croydon
- Capable of managing LA school interventions as Lead Officer

- 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.
- Expertise in data analytics and targeting work in relation to identified needs.
- Commitment to the Council's core value and objectives

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 and this will be assessed using the criteria below:



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 other's 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.

Updated: January 2021

Job Description

Job title: Head of Allocations, Lettings and Income Collection	Service Area/Division: Housing – resident engagement and allocations	
Directorate: Housing	Post Number From Oracle	Evaluation Number
Grade: XXX	Date issued: January 2021 (consultation draft)	
<p>Croydon Council's priorities</p> <p>We will live within our means, balance the books and provide value for money for our residents.</p> <p>We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.</p> <p>We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.</p> <p>To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand.</p>		
<p>Croydon Council's new ways of working</p> <p>We will practice sound financial management, being honest about what we've spent and what we can afford.</p> <p>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.</p> <p>We will aim to become a much more transparent, open and honest council.</p> <p>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.</p>		

When we have to say no, we will do so with compassion and take the time to explain our decisions.

Job Purpose:

As a member of the extended management team, **Head of Allocations, Lettings and Income Collection** will work collaboratively across their department and with other Heads of Service and directors to ensure the effective and efficient development and delivery of council services that support departmental and council objectives.

As required, the postholder will participate in corporate management activities that cross over service or departmental boundaries.

The **Head of Allocations, Lettings and Income Collection** will be the professional lead for all aspects of the service. Responsible for the strategic planning, co-ordination and delivery of a comprehensive range of housing management and neighbourhood services to tenants and leaseholders across the borough.

Reports to: Director of Housing – Resident Engagement and Lettings

Responsible for: To be the professional lead for all aspects of the service, , which includes:

- Choice Based Lettings
- Allocations
- Leaseholders
- Garages
- Income collection HRA plus EA/TA income collections
- Welfare Rights Teams
- Staying Put
- Adaptions

The post holder is responsible for a service budget of £ XXm and will deliver services and the associated savings programme and transformation projects within that budget envelope.

Corporate Accountabilities (all Heads of Service)

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 as required.

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 equalities 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

Service Accountabilities:

To work jointly with the director of housing, resident engagement and allocations and other heads of service within the division to ensure the development and transformation of services that meet the new budget envelope in the medium term financial strategy 2021-2024 is delivered.

As a professional lead for housing service development, to deliver a high quality new integrated housing service which is respectful and responsive to our tenants and leaseholders, managing all residential lettings regardless of tenure and funding base (HRA or GF).

To lead on the housing allocations policy and ensure the housing waiting list is kept updated

To lead and work collaboratively with other council services, partners and residents on service development and improvements to ensure delivery of housing targets.

To lead on the client/service provider relations under the SLA concerning the provision of housing services and the delivery of agreed KPIs and Local/National standards on behalf of Croydon landlord services.

Managing a multi-million pound (£xx) housing management budget, using sound financial management and application of the Council's financial regulations to ensure spending is within budget and providing value for money and identifying any potential for efficiency savings.

Instill a culture of customer service and 'can do' attitude across teams

Preventing asset loss by developing strategies to identify and prevent housing fraud within the housing stock.

To ensure we are collecting income at a high level and supportin residents who need our help.

To ensure fairness and probity across the allocations system.

To take decisions on strategic issues involving legal, technical, social, economic and cultural matters concerning housing management policy & procedures.

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 Officers; Directors; Heads of Service; other teams and senior departmental colleagues across the whole 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; national and local press; trade unions; contractors and suppliers; MPs and MEPs; GLA/London Mayor's office; courts; legal and other representatives; the Housing and Local Government Ombudsman.

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. **Will only apply to HOS whose duties also involve giving advice to committees, sub-committees or to the Executive or speak on behalf of the Council to journalists e.g. Head of Scrutiny, Head of Communications, deputy monitoring and S151 officers**

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:

It is desirable to hold a relevant professional qualification (e.g. Chartered Institute of Housing)

Experience:

- Proven ability to lead a strategic team at a similar level through customer services and leadership capability
- A successful track record and background of consistent achievement at senior management level within the housing sector, in a local authority or large complex organisation.
- 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

Knowledge and Skills:

- An in depth expert legal knowledge of Landlord and Tenant legislation including the Housing Act 1985, the Environmental Protection Act 1990 and s.59 (2) Clean Neighbourhoods and Environment Act 2005.
- Advanced knowledge of the ASB, Crime & Policing Act 2014, the Crime and Disorder Act 1998 and the Anti- Social Behaviour act 2003, as the legislation relates to anti-social behaviour on social housing estates.
- Advanced knowledge of the financial framework and employment legislation within which a social housing management service is provided.
- An up to date knowledge of relevant national, regional and local policy in order to develop strategies and plans
- High level of communication skills to persuade and engage audiences and form positive relationships at all levels (internally and externally).
- Knowledge of close working with Cabinet Members and senior managers
- Ability to work in a collaborative way to transform service delivery including the ability to manage internal departmental relationships

- An acute understanding and knowledge of financial and budget management including probity, commissioning, delegations, forecasting and management accounts.
- An acute understanding and knowledge of housing and related issues on a local, regional and national basis
- 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

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 and this will be assessed using the criteria below:



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 other's 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.

Updated: January 2021

Job Description

Job title: Head of Homelessness, and Assessments	Service Area/Division: Housing - Resident Engagement and Allocations	
Directorate: Housing	Post Number From Oracle	Evaluation Number
Grade: XXX	Date issued: January 2021 (consultation draft)	
<p>Croydon Council's priorities</p> <p>We will live within our means, balance the books and provide value for money for our residents.</p> <p>We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.</p> <p>We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.</p> <p>To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand.</p>		
<p>Croydon Council's new ways of working</p> <p>We will practice sound financial management, being honest about what we've spent and what we can afford.</p> <p>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.</p> <p>We will aim to become a much more transparent, open and honest council.</p> <p>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.</p>		

Job Purpose:

As a member of the extended management team, the **Head of Homelessness and Assessments** will work collaboratively across their department and with other Heads of Service and directors to ensure the effective and efficient development and delivery of council services that support departmental and council objectives.

As required, the postholder will participate in corporate management activities that cross over service or departmental boundaries.

The **Head of Homelessness and Assessments** will undertake the role of being the strategic lead in the service area including associated policies and procedures.

Reports to: Director of Housing – Resident Engagement and Allocations

Responsible for: To be the professional lead for all aspects of homelessness, assessments and placements, which includes:

- Homelessness
- Triage
- Assessments
- Relief team
- Prevention duty service
- Discretionary support (DHP)
- Single Homeless Service
- Rough Sleeping Initiative (MHCLG)
- Reviews
- HEAT (placements)
- NRPF in relation to Housing
- Emergency Accommodation
- Temporary Accommodation
- Move On

The post holder is responsible for a service budget of £ XXm and will deliver services and the associated savings programme and transformation projects within that budget envelope.

Corporate Accountabilities (all Heads of Service)

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 as required.

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 equalities 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

Service Accountabilities:

To work jointly with the director of housing, resident engagement and solutions and other heads of service within the division to ensure the development and transformation of services that meet the new budget envelope in the medium-term financial strategy 2021-2024 is delivered.

As the professional lead for homelessness, assessment and placement, to deliver a high quality new integrated housing service which is respectful and responsive to our tenants and leaseholders, managing all residential lettings regardless of tenure and funding base (HRA or GF).

To lead on temporary accommodation strategy, looking at ways to reduce TA and increase prevention. Oversee quality of TA/EA provision in conjunction with private sector housing team

Procure TA/EA accommodation as needed

To lead and work collaboratively with other council services, partners and residents on service development and improvements to ensure delivery of housing targets.

To ensure that council meets its statutory obligations to homeless households, including prevention.

Putting in place performance measures to review periodically the impact of new duties on clients, and services, analyse trends and plan for sustainable service delivery at the highest standard; and ensure that housing assessments are conducted in line with the legislation and are in compliance with Council Policy and all internal and external standards.

Providing strategic direction to the planning and implementation of service delivery within a complex and high-risk service area.

Leading on Rough Sleeping strategies and pathways to ensure statutory obligations are discharged.

Leading all aspects of single homelessness work.

Instil a culture of customer service and “can-do” attitude across teams

Providing direction and management to Homelessness Teams, to plan, develop and deliver our statutory duties in line with Council Policy and priorities.

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.

Ensure the safe, effective and efficient delivery of the homelessness prevention grant and deliver the No Recourse to Public Funds (NRPF) service.

Work closely with other directorates on homeless preventing and safeguarding issues.

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 Officers; Directors; Heads of Service; other teams and senior departmental colleagues across the whole 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; national and local press; trade unions; contractors and suppliers; MPs and MEPs; GLA/London Mayor's office; courts; legal and other representatives; the Housing and Local Government Ombudsman.

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. **Will only apply to HOS whose duties also involve giving advice to committees, sub-committees or to the Executive or speak on behalf of the Council to journalists e.g. Head of Scrutiny, Head of Communications, deputy monitoring and S151 officers**

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:

- None

Experience:

- Proven ability to lead a strategic team at a similar level through customer services and leadership capability
- A successful track record and background of consistent achievement at senior management level in a local authority or large complex organisation.
- 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
- Demonstrable track record of successful achievement in the areas of the following:
 - homelessness
 - housing options
 - housing allocations
 - housing mobility

Knowledge and Skills:

- An up to date knowledge of relevant national, regional and local policy in order to develop strategies and plans
- A good knowledge of the legal, policy and financial framework within which homelessness, housing options and allocation operate.
- High level of communication skills to persuade and engage audiences and form positive relationships at all levels (internally and externally).
- Knowledge of close working with Cabinet Members and senior managers
- Ability to work in a collaborative way to transform service delivery including the ability to manage internal departmental relationships
- An acute understanding and knowledge of financial and budget management including probity, commissioning, delegations, forecasting and management accounts.
- An acute understanding and knowledge of housing and related issues on a local, regional and national basis
- 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

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 and this will be assessed using the criteria below:



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 other's 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.

Updated: January 2021

Job Description

Job title: Head of Housing Policy and Improvement	Service Area: Housing	
Directorate: Housing	Post Number From Oracle	Evaluation Number
Grade: XXX	Date issued: June 2021 (consultation draft)	

Croydon Council's priorities

We will live within our means, balance the books and provide value for money for our residents.

We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.

We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.

To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand.

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.

Job Purpose:

As a member of the extended management team, the **Head of Housing Policy and Development** will work collaboratively across their department and with other Heads of Service and directors to ensure the effective and efficient development and delivery of council services that support departmental and council objectives.

As required, the postholder will participate in corporate management activities that cross over service or departmental boundaries.

The **Head of Housing Policy and Development** will be the professional lead for all aspects of housing policy and development and keep abreast of and assess the implications for the Council of policy issues, continuous improvement and other relevant guidance issued by the government, other research, and significant developments by other authorities

Reports to: Corporate Director of Housing

Responsible for: To be the professional lead for:

- Service development and improvements
- Housing returns, performance, strategy, and policies compliance
- Homeless Strategy
- Housing Strategy
- Other related strategies

The post holder is responsible for a service budget of £ XXm and will deliver services and the associated savings programme and transformation projects within that budget envelope.

Corporate Accountabilities (all Heads of Service)

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 as required.

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 equalities 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

Service Accountabilities:

To work jointly with the management team in the Housing Department and other heads of service within the department to ensure the development and transformation of services that meet the new budget envelope in the medium term financial strategy 2021-2024 is delivered.

To lead and work collaboratively with other council services, partners and residents on service development and improvements to ensure delivery of housing targets.

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

To keep abreast of, and assess the implications for the Council of policy issues, continuous improvement and other relevant guidance issued by the government, other research, and significant developments by other authorities

To compile, analyse and interpret housing information and statistics using available housing information systems and databases

To ensure an effective robust system for all housing complaints, members enquiries and FOI requests.

To ensure an effective and robust system for housing returns and performance that informs strategy and ensures policy compliance.

Through personal example, open commitment and clear action, valuing and celebrating the diversity of Croydon's communities, ensuring equality of access and treatment in employment and service delivery.

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:

Councillors, Corporate Leadership Team, and Council Directors, Heads of service across the council, trade unions and beyond.

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; national and local press; trade unions; contractors and suppliers; MPs and MEPs; GLA/London Mayor's office; courts; legal and other representatives; the Housing and Local Government Ombudsman..

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. **Will only apply to HOS whose duties also involve giving advice to committees, sub-committees or to the Executive or speak on behalf of the Council to journalists e.g Head of Scrutiny, Head of Communications, deputy monitoring and S151 officers**

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

Experience:

- Proven ability to lead a strategic team at a similar level through customer services and leadership capability
- A successful track record and background of consistent achievement at senior management level in a local authority or large complex organisation.
- 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
- Proven track record of working in a senior management role within housing, in a local authority or similar organisation

Knowledge and Skills:

- 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.
- Expertise in data analytics and targeting work in relation to identified needs.
- Commitment to the Council's core value and objectives
- A good knowledge of the relevant legal, policy and financial frameworks which apply to housing in a local authority environment

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 and this will be assessed using the criteria below:



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 other's 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.

Updated: June 2021

Job Description

Job title: Head of Housing Service Planning and Delivery	Service Area: Housing – Estates and Development	
Directorate: Housing	Post Number From Oracle	Evaluaiton Number
Grade: XXX	Date issued: January 2021 (consultation draft)	

Croydon Council's priorities

We will live within our means, balance the books and provide value for money for our residents.

We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.

We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.

To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand.

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: Planning improvements to the Housing stock, development of long-term business plan for the HRA and HRA new build plans.

Job Purpose:

As a member of the extended management team, the **Head Housing Service Planning and Delivery** will work collaboratively across their department and with other Heads of Service and directors to ensure the effective and efficient development and delivery of council services that support departmental and council objectives.

As required, the postholder will participate in corporate management activities that cross over service or departmental boundaries.

The **Head of Housing Service Planning and Delivery** will be the professional lead for the development longer term improvement plan for the housing stock ensuring an HRA plan is in place for Croydon Council tenants and leaseholders (approximately 14,000 tenants and 2,500 leaseholders). Ensuring that the council meets its statutory requirements for Health and Safety. Also responsible for HRA new build strategy

Reports to: Director of Housing – Estates and Development

Responsible for: housing repairs and maintenance, HRA voids, all aspects of safety and building compliance, planned maintenance, improvements and works, managing empty properties.

The post holder is responsible for a service budget of £ XXm and will deliver services and the associated savings programme and transformation projects within that budget envelope.

Corporate Accountabilities (all Heads of Service)

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 as required.

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 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

Service Accountabilities:

To be the professional lead for all aspects of long-term planning to improve housing stock and develop new HRA housing business plan, which includes:

- Development of Long term HRA business plan
- Surveys of estates
- Working with finance colleagues to assess financial viability, developing plan for HRA new build
- Work along side repairs/planning maintenance team
- planned maintenance, improvements and works
- Working alongside resident engagement and tenants' panels

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 Officers; Directors; Heads of Service; other teams and senior departmental colleagues across the whole 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; national and local press; trade unions; contractors and suppliers; MPs and MEPs; GLA/London Mayor's office; courts; legal and other representatives; the Housing and Local Government Ombudsman.

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. **Will only apply to HOS whose duties also involve giving advice to committees, sub-committees or to the Executive or speak on behalf of the Council to journalists e.g Head of Scrutiny, Head of Communications, deputy monitoring and S151 officers**

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 or educated to degree level or demonstrable equivalent experience.
- Evidence of continuing professional development, leadership and extensive experience
- Professional qualifications in building/construction/surveying

Experience:

- Proven ability to lead a strategic team at a similar level through customer services and leadership capability
- A successful track record and background of consistent achievement at senior management level in a local authority or large complex organisation.
- 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
- A proven track record of achievement within the public or private sector in the development, management and delivery of a multi million pound responsive repairs service.
- Demonstrable experience of effectively managing large contracts and contractors within either the public or private sector

Knowledge and Skills:

- 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.

- Expertise in data analytics and targeting work in relation to identified needs.
- Commitment to the Council's core value and objectives
- Demonstrable knowledge and understanding of working with a range of contractors to deliver services that are cost effective and efficient.
- Demonstrable in depth knowledge of a housing responsive repairs service and the residential property maintenance industry.
- A good knowledge of the relevant legal, policy and financial frameworks which apply to housing in a local authority environment

Corporate Values

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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 other's 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.

Updated: January 2021

Job Description

Job title: Head of Insurance, Risk and Anti-Fraud	Service Area: Finance	
Division: Corporate Resources	Post Number From Oracle	Evaluation Number
Grade: XXX	Date issued: January 2021 (consultation draft)	

Croydon Council's priorities

We will live within our means, balance the books and provide value for money for our residents.

We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.

We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.

To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand

Croydon Council's new ways of working

We will practise 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

Job Purpose:

As a member of the extended management team, the Head of Insurance, Risk and Anti-Fraud will work collaboratively across their department and with other Heads of Service and directors to ensure the effective and efficient development and delivery of council services that, that support departmental and council objectives.

- Through the provision of specialist advice and investigation skills to the council in the investigation of fraud, misconduct and corruption to ensure the council is protected from fraud risks.
- ensure the council complies with all legislative and regulatory requirements in dealing with its risks
- be accountable within the context of the overall governance arrangements of the Council for the framework for managing the insurance function and the strategic risk management service.

Reports to: Director of Finance (Deputy 151)

Responsible for: which encompasses:

Leading the strategic relationship with the Insurance London Consortium (ILC);

Supporting and developing the Council's governance and assurance frameworks;

Ensuring that the Corporate Anti-Fraud team investigates fraud and irregularity, both within and outside the Council, in a manner that adheres to both legal and legislative framework;

Promoting a fraud awareness culture within the organisation and promoting the organisation as a centre of anti-fraud excellence;

Management of the councils existing Shared Service fraud investigation contracts and the development of further opportunities.

Corporate Accountabilities (all Heads of Service)

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 as required.

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 equalities 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

Service Accountabilities:

Anti-Fraud:

- Lead the Corporate Anti-Fraud team, giving strategic direction and ensuring the development of the team in areas of emerging fraud and corruption.
- Ensure that fraud and corruption is identified, investigated and sanctioned and that
 - proceeds of crime recoveries are maximised
 - That fraud risks are identified and mitigated where possible
 - the reporting of fraud, corruption and misconduct both internally through schemes such as whistleblowing and externally through the council hotline is maintained and developed.

- the work and strategic development of the team is supported by elected members
- successful work carried out by the team is adequately publicised to ensure deterrent

- Provide support and advice to the organisation in dealing effectively with concerns of fraud, corruption or misconduct
- Provide specialist advice to Members on matters of anti-fraud resulting from constituent complaints and report regularly on the work of the team to the General Purposes and Audit Committee (GPAC)
- Maintain shared service arrangements with client local authorities while identifying and pursuing new ones to maximise the income generation of the team
- Maintain accreditation with the Home Office and the National Crime Agency to ensure the council complies with its statutory responsibility under RIPA and POCA
- Develop and promote partnership working with complimentary agencies such as Police, Home Office, Cabinet Office and DWP
- Maintain existing procedures and policies and develop new ones as appropriate that guide the organisation in the following areas;
 - Anti-Fraud and Corruption Strategy
 - Anti Money Laundering policy
 - Investigation of financial irregularities and fraud procedure
 - Staff Code of Conduct
 - Whistleblowing policy
 - Anti Bribery policy

Insurance and Risk:

- Insurance London Consortium (ILC): Reduce/control of risk financing costs to the nine London boroughs of the ILC, achieved through operational risk improvements reducing claims experience/cost and the development of risk financing approaches in conjunction with the insurance market, reducing the overall cost of risk
- To lead and develop the insurance consortium for the consortium boroughs through a S101 agreement developing a complete shared service for those elements delivered through the consortium.
- To be accountable for the delivery of a strategy regarding insurable risk within the context of leading the accountable body functions (S101 agreement) for the ILC.
- Insurance function Croydon. Reduce /control of risk financing costs implemented locally in Croydon achieved through operational risk improvements in Croydon, reducing claims experience/cost and the more practice investigation and handling of claims delivered by the inhouse team.
- Risk management: to maintenance and delivery of a strategic risk management framework enabling the organisation to identify and mitigate risks impacting on the corporate objectives of the organisation

- To investigate, develop and implement a national franchise approach to local government insurance
- To lead and deliver strategic risk management to support the member and officer decision making process including:
 - Accountable for the Enterprise Risk Management framework for the Authority
 - Integration of the internal audit programme with the Risk Management Framework; and integration of Risk Management with performance management
- To manage and develop the self-insurance fund.

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:

Councillors including portfolio holders and the Leader, Corporate Leadership Team, and Council Directors, Service and Heads of Service across the Council, General Purposes and Audit Committee.

External:

Government Departments (Home Office, Cabinet Office, HMRC, Dept of Work and Pensions, Office of the Surveillance Commissioner (OSC), Interception of Communications Commissioners Office (IoCCO), National Consultation Groups, Strategic Partners, Other Local Authorities, London Authorities (the participants of the ILC), Trade Unions, MPs, Partner Organisations and suppliers, Professional Bodies, businesses, national and local press, voluntary sector.

The council's Audit and Anti-Fraud strategic external partner; All Police forces; National Crime Agency (NCA); National Anti-Fraud Network (NAFN); NHS

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:

Senior Authorising officer (SAO) for Restraint and Production Orders under POCA 2002

Designated Person (DP) for the authorisation of surveillance and accessing communications data under the Regulation of Investigatory Powers Act (RIPA) 2000.

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:

- Accredited Counter Fraud Specialist (ACFS) preferably at Manager ACFM level and CPD compliant
- Accredited Senior Authorising Officer (SAO) accredited by the National Crime Agency (NCA) and CPD compliant
- Accredited Designated Person (DP) for the purposes of authorising RIPA surveillance and Communication applications
- Evidence of continuing professional development, leadership and personal
- Professional qualification in Risk Management and Insurance

Experience:

- Experience gained in Insurance and Risk Management is a pre-requisite as the post holder is professional lead for the organisation in these workstreams.
- Extensive experience of delivering risk management and insurance services to senior management and other stakeholders and customers with a good understanding of the service area and subsequent legislation.
- Significant experience of successfully managing a corporate anti-fraud service
- Significant experience of working in public sector partnership settings delivering tangible improvements to service outcomes;
- Significant experience of developing and delivering successful and complex projects or services in partnership with other agencies;
- Experience of working within a politically driven organisation operating at a senior level with elected or board members;
- Track record of successfully identifying and managing financial and delivery risks to project, programme or service delivery
- Experience of sourcing, commissioning, and managing third parties, to take forward elements of delivery;
- Experience, and established track record of negotiating and influencing positive outcomes in a partnership and/or stakeholder management setting;
- Experience of developing, implementing and reviewing successful governance and reporting structures which enable timely escalation of risks, issues and decisions as required;
- Proven ability to lead a strategic team at a similar level through customer services and leadership capability
- A successful track record and background of consistent achievement at senior management level in a local authority or large complex organisation.
- 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

Knowledge and Skills:

- Ability to implement a risk financing strategy for complex organisations, and devise and oversee claims handling and loss controls strategies.
- Understanding of the powers, responsibilities and duties incumbent upon local authorities with regards to housing stock management and tenant & leaseholder engagement;
- Demonstrable ability to work quickly and effectively under pressure to tight deadlines;
- Ability to communicate complex ideas, concepts, issues and financial information clearly and simply both verbally and in writing;
- Ability to form interpersonal relationships with a wide range of people quickly and easily.
- A proven track record of good negotiation skills and experience of including the outcomes of service delivery.
- 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.
- Expertise in data analytics and targeting work in relation to identified needs.
- Commitment to the Council's core value and objectives

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 and this will be assessed using the criteria below:

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 other's 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.

Updated: January 2021

TAKING
RESPONSIBILITY

Job Description

Job title: Head of & Performance Quality Assurance	Service Area: Quality & Performance Improvement	
Division: Children, Young People & Education	Post Number From Oracle	Evaluation Number
Grade: XXX	Date issued: January 2021 (consultation draft)	

Croydon Council's priorities

We will live within our means, balance the books and provide value for money for our residents.

We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.

We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.

To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand

Croydon Council's new ways of working

We will practise 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

Job Purpose:

As a member of the extended management team, the **Head of Performance & Quality Assurance** will work collaboratively across their department and with other Heads of Service and directors to ensure the effective and efficient

development and delivery of council services that, that support departmental and council objectives.

As required, the postholder will participate in corporate management activities that cross over service or departmental boundaries.

The **Head of Performance & Quality Assurance** will provide strategic leadership and expert advice on driving the continuous improvement of services through the development and implementation of performance management, business intelligence, quality assurance, ensuring consistency in processes across children services.

Reports to: Director of Quality & Performance Improvement

Responsible for: Performance Analyst Team, Practice Improvement Team

Corporate Accountabilities (all Heads of Service)

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 as required.

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 councils 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 equalities 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

Service Accountabilities:

To lead the response to quality assurance activities.

To develop effective mechanisms to seek out, listen to, and respond to the views and ideas of children and young people, partners and other stakeholders in order to ensure services are relevant, responsive and truly focused on improving outcomes.

Provide independent scrutiny of practice and standards through a programme of qualitative and quantitative reviews.

Understand and analyse key performance indicators and trends to inform the contemporaneous assessment of the quality of practice.

Develop and implement a range of feedback mechanisms that provide assurance to a range of stakeholders, and inform continuous improvement across the service.

Develop and maintain regular contact with senior leaders, senior managers and elected members to ensure they are aware of and engaged in front-line practice issues.

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: Elected members, including the Lead Member for Children, Education and Learning, Scrutiny Sub-Committee Children's Services, Directors and Heads of Service across the department, Directors and Heads of Service across the Council, Corporate Parenting Panel

External: Local safeguarding partners from the police, community and acute health providers and the probation service, Croydon Safeguarding Children Partnership, Social Care practice, learning and development experts, e.g. Research in Practice, What Works Centre, SCIE, SWE, BASW. National and regional professional networks e.g. Principal Social Workers Network, Universities, both regionally and nationally. Private sector learning providers DFE, CAF/CASS, Voluntary and third sector agencies and Other local authorities

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. Will only apply to HOS whose duties also involve giving advice to committees, sub-committees or to the Executive or speak on behalf of the Council to journalists e.g Head of Scrutiny, Head of Communications, deputy monitoring and S151 officers

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:

- Social work qualification and be a registered with Social Work England
- A professional or management qualification or educated to degree level or demonstrable equivalent experience.
- Evidence of continuing professional development, leadership and personal

Experience:

- Substantial experience of providing social care leadership that manages and reduces risk within a dynamic and changing environment
- Significant experience and proven record of accomplishment of working as a Manager/Supervisor of social workers including quality assurance.
- Proven track record of formulating and leading strategies that cross service and professional boundaries, which lead to improved outcomes for children and young people.
- Demonstrable experience of initiating and managing change in the pursuit of strategic objectives.
- Experience of directly contributing to policy formulation, implementation and review
- Experience of dealing with elected Members and political sensitivity
- Experience of developing and implementing service standards in line with latest thinking
- Proven ability to lead a strategic team at a similar level through customer services and leadership capability
- A successful track record and background of consistent achievement at senior management level in a local authority or large complex organisation.
- 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

Knowledge and Skills:

- Detailed knowledge of the relevant legislation and guidance that underpins social work practice and multi-agency safeguarding
- Highly developed specialist knowledge relevant to the quality of social work practice in children's services
- Ability to communicate effectively with senior managers across the Council, elected Members, central government, multi-agency partners and children and families
- A probing, questioning ability to challenge systems, procedures, strategy and implement improvements

- Ability to produce written material to a high standard which is suitable for a range of different audiences
- Proven ability to lead and influence particularly during change
- Ability to develop and use performance management and quality assurance processes to achieve high quality professional practice
- Excellent negotiating, planning and commissioning skills
- 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.
- Expertise in data analytics and targeting work in relation to identified needs.
- Commitment to the Council's core value and objectives

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 and this will be assessed using the criteria below:



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 other's 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.

Updated: January 2021

Job Description

Job title: Head of Resident Contact	Service Area: Digital and Resident Access	
Division: Assistant Chief Executive	Post Number From Oracle	Evaluation Number
Grade: XXX	Date issued: January 2021 (consultation draft)	

Croydon Council's priorities

We will live within our means, balance the books and provide value for money for our residents.

We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.

We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.

To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand

Croydon Council's new ways of working

We will practise 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

Job Purpose:

As a member of the extended management team, the Head of Resident Contact will work collaboratively across their department and with other Heads of Service and directors to ensure the effective and efficient development and delivery of council services that, that support departmental and council objectives.

As required, the postholder will participate in corporate management activities that cross over service or departmental boundaries.

This is a pivotal role in Croydon Renewal Improvement Plan in restoring trust with residents and getting the basics right.

The Head of Resident Contact will be responsible for shaping and driving the delivery of a new Resident Contact strategy across the organisation, leading Customer Services as it transforms to better meet the needs of our residents, stakeholders and internal customers. This includes – Access Croydon and, Croydon's Contact Centre (and pending Complaints and FOI teams). The postholder will drive forward and embed transformation to enable improvements around resident contact; face to face, telephone and online transactional services focusing on service improvement, customer satisfaction and maximising opportunities for residents to self-serve.

Reports to: Chief Digital Officer and Director of Resident Access (CIO/SIRO)

Responsible for: Leading, shaping and delivering the vision for Resident Contact. Managing the Contact Centre, Access Croydon, (and Complaints and FOI teams pending).

Corporate Accountabilities (all Heads of Service)

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 as required .

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 councils 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 equalities 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

Service Accountabilities:

Support the CDO/Director of Resident Access, working with fellow Heads of Service in the division, and learning from best practice in the sector to define and implement a new digital-first contact strategy for the council as a whole.

Redesign how face to face, phone and email contact is received, categorised and measured, triaged and routed and responded to from the frontline through to back office teams. This includes process, people, communications and technology.

Support the CDO/Director to conduct a review of existing resourcing and structures for managing contact in all its forms, including potentially merging existing separate contact teams, reviewing roles and structures, and adopting new design principles.

Work in tandem with the Head of Digital Services, Access and Reach to ensure continuous improvement of digital self-service products based on

feedback and failure demand metrics from resident contact, and to drive uptake of digital customer accounts and accuracy of the contact data and preferences we hold about residents.

Review and improve the Assisted Digital offer to residents, maximising opportunities to turn offline contact into opportunities to enable future self service and resilience among residents.

Manage and respond to online customer contact and user reviews of the council - including but not limited to Twitter, Google reviews, Trustpilot, Glassdoor.

Work with Heads of Service across the council to continuously "shift left" contact that could be handled by first and second line general enquiries teams through iteration of scripts, skills and knowledge.

Establish updated KPIs for resident contact and report regularly to DLT, CLT and relevant other boards.

Lead and manage a highly effective, customer-centric first-line resident contact service, ensuring the wellbeing, motivation and performance standards of staff with an effective programme of service training, skills and career development; and applying agile/kaizen methods to drive continuous improvement.

Be a vocal and visible champion within the organisation for excellence in customer service. Set, communicate and uphold high standards and principles for all council staff to aspire to for customer service.

Work with colleagues in HR to help reset organisational culture and instill these standards and principles.

Ensure that the work of the service complies with all relevant legislation and statutory guidance.

To work with all services to improve the customer experience through innovative and creative service improvements.

Work with the Head of Digital Operations to drive improvements in telephony and ICT infrastructure to support the new contact strategy and operating model.

To lead by example and effectively manage people, projects and budgets effectively at all times.

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:

Councillors, Corporate Leadership Team, and Council Directors, Heads of service across the division and beyond. Internal expert teams e.g. Legal, Finance, HR and Communications

External:

Residents, Government Departments, National Consultation Groups, Strategic Partners, Other Local Authorities, Trade Unions, MPs, Partner Organisations, Professional Bodies, businesses, voluntary sector. Police, Housing Associations, Citizen Advice Bureau. Contractors and suppliers, Solicitors and legal representatives, Court Officials, MPs, The Ombudsman

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, but plays a significant contributory part in the council meeting its obligations to vulnerable people under acts including the Care Act 2014, the Mental Health Act 1983 (as amended in 2007), the Mental Capacity Act 2005 and the Homelessness Reduction Act 2018.

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 or educated to degree level or demonstrable equivalent experience.
- Evidence of continuing professional development, leadership and personal
- Management qualification or on the job experience supplemented with relevant training

Experience:

- Experience of managing change at a senior level
- Experience of strategy development
- A successful track record and background of consistent achievement at senior management level in a local authority or large complex organisation.
- Experience of establishing and implementing business planning processes and performance management systems to ensure appropriate and cost effective service delivery.
- Proven ability to lead a strategic team at a similar level through customer services and leadership capability
- Demonstrable excellence in team management and service delivery in relation to the provision of customer orientated services that achieve successful outcomes.
- Track record in executing team and individual performance effectively
- Experience of working in partnership with a wide range of internal and external stakeholders / bodies including statutory bodies and organisations
- Use of customer insight to make improvements
- Preferably experience of having worked in an agile digital product development context

Knowledge and Skills:

- Exemplary empathy for service users
- Knowledge of the local government digital agenda including the Local Digital Declaration, GDS Service Manual and Service Standard
- Excellent knowledge of the concepts of digital-first service design, agile product development, failure demand metrics, and Government as a Platform, sufficient to be able to explain them to others.
- Understanding of user needs, user centred design, and how to break down needs and prioritise iterative improvements with digital teams

- Able to demonstrate ability to act as a service owner in a multidisciplinary, highly collaborative and fast-paced team
- Proven ability to set and evolve KPIs and metrics
- 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.
- Knowledge of national legislation, policies standards and initiative relevant to local government and to this role
- Change management techniques
- Programme and Project management
- Financial planning, cost benefit appraisal, activity-based costing and budget management (capital and revenue)
- Experience of using Customer Relationship Management (CRM) systems
- Commitment to the Council's core value and objectives

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 and this will be assessed using the criteria below:

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 other's 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.

Updated: January 2021

Job Description

Job title: Head of Culture, Leisure and Libraries	Service Area: XX	
Division: XX	Post Number From Oracle	Evaluation Number
Grade: XXX	Date issued: June 2021 (consultation draft)	

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Croydon Council's priorities

We will live within our means, balance the books and provide value for money for our residents.

We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.

We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.

To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand

Croydon Council's new ways of working

We will practise 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

Job Purpose:

As a member of the extended management team, the **Head of Culture, Leisure and Libraries** will work collaboratively across their department and with other Heads of Service and directors to ensure the effective and efficient development and delivery of council services that support departmental and council objectives.

As required, the postholder will participate in corporate management activities that cross over service or departmental boundaries.

Reports to: Director of Culture and Community Safety

Responsibility for:

The strategic and operational management and control of Cultural, Leisure and Libraries services ensuring that service meets national and local priorities in a customer-focused and efficient way. Lead on London Borough of Culture Responsible for

- Cultural outreach events
- Libraries
- Leisure Services
- Museums

The post holder is responsible for a service budget of £ XXm and will deliver services and the associated savings programme and transformation projects within that budget envelope.

Corporate Accountabilities (all Heads of Service)

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 as required.

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 equalities 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

Service Accountabilities:

To be the Council's cultural lead, embedding culture at the heart of our regeneration and growth ambitions. Working in partnership with a range of organisations, both local and national, the postholder will invigorate the borough's cultural offer, with an aim to put the borough on the national artistic map.

To lead the libraries and leisure service for the Council ensuring that the service is accessible to residents, delivers a modern value for money service and is integrated into the boroughs cultural and sporting offer.

To deliver cultural outreach events and activities through the Museum of Croydon and Libraries, ensuring that events reflect the diverse cultural and heritage backgrounds of the residents of the borough.

To lead on the delivery of the London Borough of Culture 2023 and legacy activities. Ensuring that events and activities showcase the borough on a local and national level, and that the programme has a lasting impact on Croydon.

Maximise cultural funding opportunities from external organisations to support a variety of events, activities and buildings that will shape the culture and heritage offer in the borough.

To enable Fairfield Halls to operate as a flagship cultural venue in the South London and the South East. To deliver a variety of cultural events and performances in a commercially successful operation.

To continuously improve service provision, reducing costs, increasing income and increasing resident satisfaction.

To revitalise the borough's cultural offer through direct delivery and partnership working re-establishing the borough as a cultural destination within London and the south-east; increasing visitor numbers and invigorating the evening economy;

To raise the profile of the borough as a cultural destination by effective messaging, marketing and communications;

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: Executive Director Place, Leader and Culture Portfolio holder, Directors and Heads of Service across the Council, and other elected members.

External: Arts Council England; Culture Delivery Partners; local, regional and national network groups; other Local Authorities; Professional Bodies

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 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 behavior wherever it occurs.

Person Specification

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
- Member of the Chartered Institute of Wastes Management

Experience:

- Proven ability to lead a strategic team at a similar level through customer services and leadership capability.
- Sectoral experience with a track record for delivery
- A successful track record and background of consistent achievement at senior management level in a local authority or large complex organisation.
- 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 management of a frontline service.
- Ability to work evenings and weekends when required.

Knowledge and Skills:

- 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.
- Expertise in data analytics and targeting work in relation to identified needs.
- Commitment to the Council's core value and objectives.
- Extensive working knowledge and understanding of relevant legislation relevant to the role

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 and this will be assessed using the criteria below:



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 other's 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.

Updated: January 2021

Job Description

Job title: Head of Environment Services and Neighbourhood Operations	Service Area: Public Realm	
Division: Public Health & Public Realm	Post Number From Oracle	Evaluation Number
Grade: XXX	Date issued: January 2021 (consultation draft)	

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Croydon Council's priorities

We will live within our means, balance the books and provide value for money for our residents.

We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.

We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.

To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand

Croydon Council's new ways of working

We will practise 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

Job Purpose:

As a member of the extended management team, the **Head of Environmental and Neighbourhood Operations** will work collaboratively across their department and with other Heads of Service and directors to ensure the effective and efficient development and delivery of council services that support departmental and council objectives.

As required, the postholder will participate in corporate management activities that cross over service or departmental boundaries.

Reports to: Director of Public Realm and Public Health

Responsibility for:

The strategic and operational management and control of Environmental and Neighbourhood Operations ensuring that the service meets national and local priorities in a customer-focused and efficient way. Lead advisor to the Council on waste and recycling, parks and open spaces, conservation and biodiversity. This will include Recycling and Waste Management for the South London Waste Partnership, Street Cleansing, Environmental Emergency Response Team, Arboriculture and Grounds Maintenance of our parks and open spaces.

The role will also hold responsibility for the co-ordination and operational management of the area-based street patrol teams. Ensuring the Neighbourhood Operations service is fully compliant with statutory regulations and requirements for managing street services and enforcement. Ensuring the Neighbourhood Operations service is fully compliant with statutory regulations and requirements for managing street services and enforcement. And to be the service expert and lead in respect of, Risk Management, Health and Safety, Development and Drafting of Risk Assessments and provision of Personal Protection Equipment, Departmental ICT lead and link manager for Capita service relationship.

Corporate Accountabilities (all Heads of Service)

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 as required.

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 equalities 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

Service Accountabilities:

Environmental:

- To manage, procure and administer contracts to deliver these services.
- To represent the council within partnerships to ensure value for money in the area of recycling and waste, parks and open spaces, arboriculture services.

- To develop, implement and review the Council's Waste Strategy to meet all statutory targets.
- To develop, implement and review the Trees Management Plan, and High Hedges adjudication services in accordance with statutory requirements.
- To manage and maintain the borough's parks and open spaces.
- To support the Blue and Green Infrastructure strategies within the Local Development Framework and core strategy.
- To act as lay parks and open spaces client for the Parks to be Proud Of regeneration programme to ensure improvements in designated parks, and any other new facilities in parks and open spaces.
- To develop and implement strategies which effectively integrate the many and diverse services in Environmental and make the most effective use of the resources available. In particular, to ensure adherence to the Council's corporate policies, standards and statements of service provision.
- To consult and co-ordinate with other service departments, contractors and outside agencies to ensure the effective integration of Environmental services.
- To ensure that the strategic and operational management of Environmental functions complements and implements the Council's corporate vision, values and priorities.
- To be responsible for identifying the need for and preparing or directing the preparation of detailed and complex policy reviews and present reports to Cabinet, Committees, Scrutiny Sub Committees, Policy Review meetings, Departmental Management Team and multi-agency working parties recommending appropriate policy changes.
- To be responsible for budgetary control for Environmental and Neighbourhood services and act on potential underspend or overspend situations.
- Preparation of capital and revenue budgets relating to the work of the service areas under the post holder's control.
- Responsibility for identifying areas of work suitable for income generation and maximising income wherever possible, including the preparation of bids for Government and European funding where appropriate.
- Responsibility for virement of both income and spend between various sections controlled.
- Prepare briefs and terms for the commissioning of investigations, studies and surveys to assess the feasibility and implementation of changes in service provision.
- Preparation of comprehensive contract documentation for the provision of services, evaluation of tender submissions and preparation of summary reports for consideration of contract award.

- Develop and monitor contractor performance against indicators and remedial action, as required.
- Negotiate and agree with contractors' variations, rates for additional work to contracts.

Neighbourhood Operations:

- Effectively manage anti-social behaviour & crime /enviro-crime management.
- Ensure community Engagement and Partnerships.
- Ensuring the street based teams deliver a co-ordinated visible service that tackles anti-social behaviour and enviro-crime effectively.
- To increase public confidence.
- To reduce fear of crime.
- To protect the quality of the local environment.
- To ensure the council is fully compliant with statutory regulations and requirements for operational management of Area Enforcement Officers (AEO) and stray dog service and external drop off service (third party provider)
- To work closely with the Police and other agencies to provide a seamless public service.

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:

Councillors, Corporate Leadership Team, and Council Directors, Heads of service across the Public Realm & Public Health Department and beyond, MPs

External:

Government Departments, National Consultation Groups, Strategic Partners, Other Local Authorities, Trade Unions, MPs, Partner Organisations such as South London Waste Partnership, Heritage Lottery Fund, GLA, Environment Agency, DEFRA, Natural England, English Heritage, Sport England, CABI

Space, Forestry Commission, RSPB, Groundwork, Wildlife Trust, Surrey Downs, Keep Britain Tidy, LARAC, Chartered Institute of Wastes Management. National associations and organisations relating to parks and open spaces, allotments, nature conservancy and volunteer management Professional Bodies, Metropolitan Police and Fire Brigade, British Transport Police, Transport for London, Croydon College and schools, Veolia, Utilities providers and contractors, Land Registry, Companies House, Environment Agency, animal welfare agencies.

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 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 behavior wherever it occurs.

Person Specification

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
- Member of the Chartered Institute of Wastes Management

Experience:

- Proven ability to lead a strategic team at a similar level through customer services and leadership capability.
- A successful track record and background of consistent achievement at senior management level in a local authority or large complex organisation.
- 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 management of a large frontline service.
- Successful ASB and/or environmental monitoring and enforcement.
- Current CRB check to enhanced level.
- Ability to work evenings and weekends when required.

Knowledge and Skills:

- 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.
- Expertise in data analytics and targeting work in relation to identified needs.
- Commitment to the Council's core value and objectives.
- Extensive working knowledge and understanding of relevant legislation relevant to the role – such as:
 - Clean Neighbourhoods and Environment Act 2005
 - Countryside and Rights of Way Act 2000
 - Crime and Disorder Act 1998
 - Anti-social Behaviour Act 2003
 - ASB, Policing and Crime Act 2014
 - Serious and Organised Crime Act 2005
 - Police and Criminal Evidence Act
 - Human Rights Act
 - Regulation of Investigatory Powers Act
 - Environmental Protection Act 1990
 - Dog Fouling Act 1996
 - Dog Control Orders
 - Highways Act 1980

(this is not an exhaustive list)

Operational knowledge of the processes involved for successful application of:

- Issuing Fixed Penalty Notices
- Public Spaces Protection Orders
- Community Protection Notices

- Dispersal Zones
- Deployable CCTV cameras & vehicle
- Community Safety Accreditation Scheme.
- Eviction of unauthorised encampments
- A comprehensive understanding of anti-social behaviour investigations including covert surveillance.
- Understanding of the elements in maintaining environmental quality and the link with fear of crime and knowledge of specialist processes such as enforcement and the serving of notices related to enviro crime.
- Understanding of commercial and public sector legislative frameworks.
- Understanding of how diversity and equality issues relate to environmental services.
- Understanding of procurement rules and relevant legislation with particular reference to the environmental services.
- Understanding of open space and countryside management and development, and biodiversity.
- Excellent financial management demonstrating the ability to ensure that contracts with a value in excess of £23 million are well managed.

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 and this will be assessed using the criteria below:

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 other's 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.

Updated: January 2021

Job Description

Job title: Head of Estates, Asset Management and Facilities	Service Area: Commerical Investment & Capital	
Division: Resources	Post Number From Oracle	Evaluation Number
Grade: XXX	Date issued: January 2021 (consultation draft)	

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Croydon Council's priorities

We will live within our means, balance the books and provide value for money for our residents.

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Croydon Council's new ways of working

We will practise 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

Job Purpose:

As a member of the extended management team, the **Head of Estates, Asset Management and Facilities** will work collaboratively across their department and with other Heads of Service and Directors to ensure the effective and efficient development and delivery of Council services that support departmental and Council objectives.

As required, the postholder will be accountable for the strategic leadership of a large diverse team in the provision of Facilities and Support service provision to the Council for estates planning, asset management and facility management activities.

To provide leadership to ensure the delivery of cost-effective, safe and efficient range of facilities and support services to the council.

To provide effective leadership and management of health, safety & environmental matters for the Council

The **Head Estates, Asset Management and Facilities** will undertake the role of being the strategic lead in the service area including associated policies and procedures.

Reports to: Director of Investment and Capital

Responsible for: To be the professional lead for all aspects of estates, asset management and facilities allocations which includes:

- The Council's principal commercial property advice and is responsible for ensuring that all property issues within the Council are undertaken in a professional manner and comply with all statutory and professional guidelines whether undertaken internally by the corporate asset management and estates team or by external advisors appointed by the team.
- The corporate asset strategy and estate management for the Council, ensuring that assets are efficiently and effectively utilised and fit for purpose through the implementation of the corporate property and estate strategy and asset management implementation plan. · To provide corporate advice on valuation and the optimum development and potential of the Council's land holdings.
- To deliver the Council's estate management function for its property portfolio including all landlord and tenant items, property disposal and

acquisition, maintenance of the corporate property register and database.

Corporate Accountabilities (all Heads of Service)

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 as required.

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 equalities 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

Service Accountabilities:

The Postholder will have responsibility to: -

- Examine all proposed and actual projects that involve major change, disposal or acquisition of property in line with the overall property and estate strategy of the Council.
- Carry out regular reviews of each Department's use of its property and estates and to ensure that such reviews form the basis for efficient use of property related assets in accordance with the property and estates strategy of the Council.
- Ensure that all Departments have a long-term property strategy aligned to the corporate strategy.
- Ensure that the Council's Asset Management Plan and Property Strategy is annually reviewed and updated.
- Monitor and negotiate all service contracts and leases in this area of work.

Estates, Assets Management:

- To manage the strategic estates team and all other direct reports
- To manage the Council's property and estate portfolio
- To manage the retained commercial portfolio including dealing with lease renewals and rent reviews.
- To manage the Council's capital receipts programme
- To procure and monitor contracts with the Council's external property advisors and assisting the Council's legal division in awarding similar legal contracts where they affect property issues.
- To lead on strategic asset planning and corporate asset management
- To advise on any property issues arising from their managed portfolio and on any other issues which may arise.
- To advise on asset performance against local property key performance any other property issues that may arise.
- To deliver the Council's corporate property function including all landlord and tenant services, maintaining the terrier and property database systems and delivering the capital receipts programme.
- To ensure existing properties are maintained and that new properties are fit for purpose in accordance with the Property strategy.
- To ensure that all statutory valuations including "Right to Buys" Environmental Health Valuation and Asset valuations (both general fund and housing stock assets) are undertaken in accordance with legislation and in agreed timescales.
- To ensure that the Council's Property database is maintained and that the system continues to provide information in accordance with the Industry standards.

Facilities Management:

- To have full budgetary control of all 4 areas within FM including capital projects, this includes leading the team to strive to be a Professional FM Service and having an overarching sight of the functions of each area.
- To lead the facilities management business planning activities and contribute to corporate planning at a strategic level particular responsibility for the physical environment and physical resources.
- To provide, procure and develop effective and efficient facilities management and support services, based upon the highest professional and business standards.
- To effectively manage the contracts, and partnerships, for those services that have been outsourced to external providers.
- To provide advice and guidance to the Council on all aspects of health, safety and environmental matters and to ensure legislative compliance with all health and safety requirements.
- To be accountable for the Asset Management Strategy and Accommodation Strategy to ensure future planning requirements for the council are met and supported.
- To lead the sustainable development policies and initiatives to ensure that Government reduction targets are met from utilities conservation and maximum energy efficiency for the future.

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:

Councillors, Corporate Leadership Team, and Council Directors, Heads of service across the Commercial Investment and Capital Department and beyond

External:

Government Departments, National Consultation Groups, Strategic Partners, Other Local Authorities, Trade Unions, MPs, Partner Organisations, Professional Bodies, businesses, voluntary sector. Members of the public Councils Commercial lessees and Private and public (e.g. Housing Associations) property developers, local interest groups and District Auditor and District Valuer.

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 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:

- To possess a property professional qualification in a property/build environment related discipline eg (MRICS - Member of the Royal Institution of Chartered Surveyors) or equivalent and be able to demonstrate a detailed working knowledge.
- To demonstrate that they have experience in all areas of property work.
- To have a thorough and up to date knowledge of all aspects of the property industry including all appropriate property legislation including those matters that particularly apply to property within the Local Authority sector.

Experience:

- Proven ability to lead a strategic team at a similar level through customer services and leadership capability
- A successful track record and background of consistent achievement at senior management level in a local authority or large complex organisation.
- 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
- To demonstrate an understanding of the key components of PPP/PFI projects and the Competitive Dialogue process.
- To demonstrate an understanding of key components large public sector building projects through pre-planning, planning and construction phases.

- To demonstrate an understanding of the key components of a major regeneration initiative.
- To demonstrate an understanding of the internal workings of a local authority Cabinet/Committee system and the relevant policy structures.
- To demonstrate an understanding of the critical elements of post-contract governance structure relating to a major PPP/PFI projects.
- To demonstrate an understanding of the partnership arrangements of a Local Backed Asset Vehicle and the commercial arrangements which underpin that partnership.
- Experience of leading and managing a large facilities management function.

Knowledge and Skills:

- 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.
- Expertise in data analytics and targeting work in relation to identified needs.
- To manage the revenue and capital budgets in conjunction with the Councils Finance Officers.
- To make decisions at a strategic level that may affect the policies and operation of the Council.
- To lead and manage contract changes with regard to PPP/PFI applying negotiation skills and to lead a complex procurement process involving a major development opportunity and/or PPP/PFI and in doing so manage a multi-disciplinary team.
- To apply the PRINCE2 project method on complex programmes and projects and think strategically to analysis complex issues and to develop action plans for achieving those strategic objectives.
- Commitment to the Council's core value and objectives

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 and this will be assessed using the criteria below:



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 other's 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.

Updated: January 2021

TAKING
RESPONSIBILITY

Job Description

Job title: Head of Tenancy and Resident Engagement	Service Area: Housing – Resident Engagement and Allocations	
Directorate: Housing	Post Number From Oracle	Evaluation Number
Grade: XXX	Date issued: January 2021 (consultation draft)	

Croydon Council's priorities

We will live within our means, balance the books and provide value for money for our residents.

We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.

We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.

To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand.

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.

Job Purpose:

As a member of the extended management team, the **Head of Tenancy and Resident Engagement** will work collaboratively across their department and with other Heads of Service and directors to ensure the effective and efficient development and delivery of council services that support departmental and council objectives.

As required, the postholder will participate in corporate management activities that cross over service or departmental boundaries.

The **Head of Housing of Tenancy and Resident Engagement** will be the professional lead for all aspects of housing service development and residents' scrutiny. Working alongside the senior leadership team within the housing division to focus on all aspects of housing development.

Reports to: Director of Housing – Resident Engagement and Allocations

Responsible for: To be the professional lead for all aspects of resident engagement

- Service development and improvements
- Tenant/leasehold scrutiny
- Resident involvement and community development team
- Housing safeguarding.
- Caretaking Service

The post holder is responsible for a service budget of £ XXm and will deliver services and the associated savings programme and transformation projects within that budget envelope.

Corporate Accountabilities (all Heads of Service)

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 as required.

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 equalities 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

Service Accountabilities:

To work jointly with the director of housing resident engagement and allocations and other heads of service within the division to ensure the development and transformation of services that meet the new budget envelope in the medium-term financial strategy 2021-2024 is delivered.

As the professional lead for housing service development, to deliver a high quality new integrated housing service which is respectful and responsive to our tenants and leaseholders, managing all residential lettings regardless of tenure and funding base (HRA or GF).

To lead and work collaboratively with other council services, partners and residents on service development and improvements to ensure delivery of housing targets.

To ensure the development of the housing service with new housing strategies and policies. With particular focus on resident involvement.

Look at models for engagement across our housing estates

Manage a range of tenancy officers ensuring caseloads are balanced

To ensure an effective and robust system for housing returns and performance that informs strategy and ensures policy compliance.

To be the divisional lead for resident involvement, community development teams.

Instil a culture of customer service and 'can do attitude' across teams.

To be the professional lead for housing safeguarding, working collaboratively and in partnership with relevant officers across the council, and partners.

To lead caretaking teams to ensure cleanliness across the estates.

Liaise with repairs teams to ongoing problems using shared data to identify trends

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:

Councillors, Corporate Leadership Team, and Council Directors, Heads of service across the council, trade unions and beyond.

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; national and local press; trade unions; contractors and suppliers; MPs and MEPs; GLA/London Mayor's office; courts; legal and other representatives; the Housing and Local Government Ombudsman.



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. **Will only apply to HOS whose duties also involve giving advice to committees, sub-committees or to the Executive or speak on behalf of the Council to journalists e.g Head of Scrutiny, Head of Communications, deputy monitoring and S151 officers**

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

Experience:

- Proven ability to lead a strategic team at a similar level through customer services and leadership capability
- A successful track record and background of consistent achievement at senior management level in a local authority or large complex organisation.
- 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
- Proven track record of working in a senior management role within housing, in a local authority or similar organisation

Knowledge and Skills:

- 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.
- Expertise in data analytics and targeting work in relation to identified needs.
- Commitment to the Council's core value and objectives
- A good knowledge of the relevant legal, policy and financial frameworks which apply to housing in a local authority environment

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 and this will be assessed using the criteria below:



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 other's 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.

Updated: January 2021

Job Description

Job title: Head of Tenancy and Resident Engagement	Service Area: Housing – Resident Engagement and Allocations	
Directorate: Housing	Post Number From Oracle	Evaluation Number
Grade: XXX	Date issued: January 2021 (consultation draft)	

Croydon Council's priorities

We will live within our means, balance the books and provide value for money for our residents.

We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.

We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.

To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand.

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.

Job Purpose:

As a member of the extended management team, the **Head of Tenancy and Resident Engagement** will work collaboratively across their department and with other Heads of Service and directors to ensure the effective and efficient development and delivery of council services that support departmental and council objectives.

As required, the postholder will participate in corporate management activities that cross over service or departmental boundaries.

The **Head of Housing of Tenancy and Resident Engagement** will be the professional lead for all aspects of housing service development and residents' scrutiny. Working alongside the senior leadership team within the housing division to focus on all aspects of housing development.

Reports to: Director of Housing – Resident Engagement and Allocations

Responsible for: To be the professional lead for all aspects of resident engagement

- Service development and improvements
- Tenant/leasehold scrutiny
- Resident involvement and community development team
- Housing safeguarding.
- Caretaking Service

The post holder is responsible for a service budget of £ XXm and will deliver services and the associated savings programme and transformation projects within that budget envelope.

Corporate Accountabilities (all Heads of Service)

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 as required.

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 equalities 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

Service Accountabilities:

To work jointly with the director of housing resident engagement and allocations and other heads of service within the division to ensure the development and transformation of services that meet the new budget envelope in the medium-term financial strategy 2021-2024 is delivered.

As the professional lead for housing service development, to deliver a high quality new integrated housing service which is respectful and responsive to our tenants and leaseholders, managing all residential lettings regardless of tenure and funding base (HRA or GF).

To lead and work collaboratively with other council services, partners and residents on service development and improvements to ensure delivery of housing targets.

To ensure the development of the housing service with new housing strategies and policies. With particular focus on resident involvement.

Look at models for engagement across our housing estates

Manage a range of tenancy officers ensuring caseloads are balanced

To ensure an effective and robust system for housing returns and performance that informs strategy and ensures policy compliance.

To be the divisional lead for resident involvement, community development teams.

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To be the professional lead for housing safeguarding, working collaboratively and in partnership with relevant officers across the council, and partners.

To lead caretaking teams to ensure cleanliness across the estates.

Liaise with repairs teams to ongoing problems using shared data to identify trends

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:

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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

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

Experience:

- Proven ability to lead a strategic team at a similar level through customer services and leadership capability
- A successful track record and background of consistent achievement at senior management level in a local authority or large complex organisation.
- 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
- Proven track record of working in a senior management role within housing, in a local authority or similar organisation

Knowledge and Skills:

- 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.
- Expertise in data analytics and targeting work in relation to identified needs.
- Commitment to the Council's core value and objectives
- A good knowledge of the relevant legal, policy and financial frameworks which apply to housing in a local authority environment

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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 other's 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.

Updated: January 2021

TAKING
RESPONSIBILITY

Job Description

Job title: Head of Workforce Development & Practice Improvement	Service Area: Quality & Performance Improvement	
Division: Children, Young People & Education	Post Number From Oracle	Evaluation Number
Grade: XXX	Date issued: January 2021 (consultation draft)	

Croydon Council's priorities

We will live within our means, balance the books and provide value for money for our residents.

We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.

We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.

To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand

Croydon Council's new ways of working

We will practise 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

Job Purpose:

As a member of the extended management team, the **Head of Workforce Development & Practice Improvement** will work collaboratively across their department and with other Heads of Service and directors to ensure the

effective and efficient development and delivery of council services that, that support departmental and council objectives.

As required, the postholder will participate in corporate management activities that cross over service or departmental boundaries.

The **Head of Workforce Development & Practice Improvement** will provide strategic leadership and expert advice on children and families workforce issues within the Council across all aspects of practice across the council. Provide leadership for the development and delivery of high-quality practice across Children's Services and the wider partnership, challenging and supporting Heads of Service, key partners, managers and practitioners to ensure practice is robust, high quality and continues to drive continuous improvement. Lead the Early Help and Children's Social Care Academy, bringing together a range of initiatives to support the induction and continuous professional development of early help and social care staff, to ensure that children and families in Croydon are supported by skilled and knowledgeable practitioners

Reports to: Director of Quality & Performance Improvement

Responsible for: Responsible for management oversight and supervision of the Early Help & Children's Social Care Academy. Responsible for operationalising a number of key initiatives such a Social work Apprenticeship Degree and National Accreditation and Assessment (NAAS).

Corporate Accountabilities (all Heads of Service)

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 as required.

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 councils 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 equalities 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

Service Accountabilities:

Work jointly with the Head of & Performance Quality Assurance to translate the outcomes of the Quality Assurance Framework into a range of practice improvement and development activities.

Devise and implement an impact framework for the practice improvement programme.

Identify gaps in service delivery, leading innovation and service response informed by leading edge research in practice, policy and sector guidance.

Ensure the Social Work Academy is responsive to children's service needs and priorities and contributes directly to continuous practice improvement as well as the retention of skilled staff.

Provide oversight to ensure the balance of entry to social work, career pathways and continuing professional development opportunities meets the workforce needs in Croydon, using workforce and performance data to ensure an adequate forward supply of suitably qualified and experienced staff.

Lead the proactive identification of viable partnerships with universities and external training providers, building effective partnerships to secure an exciting and innovative offer for staff in Croydon.

Act as lead officer for children's services, seeking out and developing opportunities for the integrated development of skills, knowledge and abilities across the both the Council's workforce and its key partners.

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: Elected members, including the Lead Member for Children, Education and Learning, Scrutiny Sub-Committee Children's Services, Directors and Heads of Service across the department, Directors and Heads of Service across the Council, Corporate Parenting Panel

External: Local safeguarding partners from the police, community and acute health providers and the probation service, Croydon Safeguarding Children Partnership, Social Care practice, learning and development experts, e.g. Research in Practice, What Works Centre, SCIE, SWE, BASW. National and regional professional networks e.g. Principal Social Workers Network, Universities, both regionally and nationally. Private sector learning providers DFE, CAFCASS, Voluntary and third sector agencies and Other local authorities

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. **Will only apply to HOS whose duties also involve giving advice to committees, sub-committees or to the Executive or speak on behalf of the Council to journalists e.g Head of Scrutiny, Head of Communications, deputy monitoring and S151 officers***

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.

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

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1.7 Leadership

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Person Specification

Specific Minimum Qualifications and Expertise

Qualifications:

- Social work qualification and be a registered with Social Work England
- A professional or management qualification or educated to degree level or demonstrable equivalent experience.
- Evidence of continuing professional development, leadership and personal

Experience:

- Substantial experience of providing social care leadership that manages and reduces risk within a dynamic and changing environment
- Significant experience and proven record of accomplishment of working as a Manager/Supervisor of social workers including practice teaching.
- Proven track record of formulating and leading strategies that cross service and professional boundaries, which lead to improved outcomes for children and young people.
- Demonstrable experience of initiating and managing change in the pursuit of strategic objectives.
- Experience of directly contributing to policy formulation, implementation and review
- Experience of dealing with elected Members and political sensitivity
- Experience of developing and implementing service standards in line with latest thinking
- Proven ability to lead a strategic team at a similar level through customer services and leadership capability
- A successful track record and background of consistent achievement at senior management level in a local authority or large complex organisation.
- 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

Knowledge and Skills:

- Detailed knowledge of the relevant legislation and guidance that underpins social work practice and multi-agency safeguarding
- Highly developed specialist knowledge relevant to the quality of social work practice in children's services
- Ability to communicate effectively with senior managers across the Council, elected Members, central government, multi-agency partners and children and families
- A probing, questioning ability to challenge systems, procedures, strategy and implement improvements

- Ability to produce written material to a high standard which is suitable for a range of different audiences
- Proven ability to lead and influence particularly during change
- Ability to develop and use performance management and quality assurance processes to achieve high quality professional practice
- Excellent negotiating, planning and commissioning skills
- 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.
- Expertise in data analytics and targeting work in relation to identified needs.
- Commitment to the Council's core value and objectives

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 and this will be assessed using the criteria below:



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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 other's 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.

Updated: January 2021

Indicative Grades for Corporate Director and Director posts**Croydon Chief Officer Grades**

CCOG	Grade	Minimum	Mid-point	Maximum
Director	Grade 1	£94,986	£96,896	£98,834
Director	Grade 2	£104,902	£107,000	£109,140
Director	Grade 3	£115,000	£117,300	£119,646
Corporate Director	Grade 4	£134,750	£137,445	£140,194
Corporate Director	Grade 5	£141,965	£144,804	£150,547

Post	Indicative Grade * as per pay policy
Corporate Director Children, Young People & Education (DCS)	Grade 5
Corporate Director of Adult Social Services and Health (DASS)	Grade 5
Assistant Chief Executive	Grade 4
Corporate Director Sustainable Communities, Regeneration and Economic Recovery	Grade 5
Corporate Director Resources (S151 and Deputy CEO)	Grade 5
Corporate Director Housing	Grade 5
Director of Sustainable Communities	Grade 2
Director of Human Resources	Grade 1
Director of Policy, Programmes & Performance	Grade 1
Director of Legal Services (MO)	Grade 2
Director of Children's Social Care	Grade 3

*Grades subject to final quality assurance and review

Director of Quality, Policy & Performance Improvement (Deputy DCS)	Grade 1
Director of Education	Grade 2
Director of Adult Social Care Policy & Improvement	Grade 2
Director of Adult Social Care – Operations (Deputy DASS)	Grade 3
Director of Planning & Sustainable Regeneration	Grade 3
Chief Digital Officer & Director of Resident Access	Grade 3
Director of Culture & Community Safety	Grade 2
Director of Finance (Deputy S151)	Grade 2
Director of Commercial & Capital Investment	Grade 2
Director of Housing, Estates and Improvement	Grade 3
Director of Housing, Resident Engagement & Allocations	Grade 3
Director Service Quality, Improvement & Inclusion	Grade 1

Indicative Grades for new Head of Service posts**Croydon Special Range (as per 2021/22 pay policy)**

Grade	Scp	Salary
Croydon Special Range A	1	£65,589
	2	£67,744
	3	£72,053
Croydon Special Range B	4	£82,703
	5	£85,339
	6	£87,968

Post	Indicative grade (subject to final evaluation)
Head of Estates Asset Management & Facilities	CSR B
Head of Environmental Services & Neighbourhood Operations	CSR B
Head of Culture, Leisure & Libraries	CSR A
Head of Insurance and Risk and Fraud	CSR B
Head of Resident Contact	CSR A
Principal Social Worker and Head of Clinical Practice & Workforce Development	CSR B
Head of Performance and Business Intelligence (cfe)	CSR B
Head of Access to Education	CSR B
Head of Tenancy & Resident Engagement HRA	CSR A
Head of Homelessness & Assessments	CSR A
Head of Allocations, Lettings & Income Collection	CSR A
Head of Policy & Improvement HRA	CSR A
Head of Service Planning and Delivery HRA	CSR A