

Appointments & Disciplinary Committee Agenda



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

A meeting of the **Appointments & Disciplinary Committee** which you are hereby invited to attend, will be held **Monday, 16 October 2023 at 11.00 am. Room 1.18 - Bernard Weatherill House, Mint Walk, Croydon CR0 1EA.**

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

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AGENDA

1. Apologies for Absence

To receive any apologies for absence from Members.

2. Disclosure of Interests

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

**3. Appointment to the post of Director of Streets & Environment
(Pages 5 - 20)**

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

4. Exclusion of Press and Public

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

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

**5. Appointment to the post of Director of Streets & Environment
(Pages 21 - 22)**

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

Agenda Item 3

LONDON BOROUGH OF CROYDON

REPORT:	APPOINTMENTS AND DISCIPLINARY COMMITTEE	
DATE OF DECISION	Monday 16 October 2023	
REPORT TITLE:	Appointment to the post of Director of Streets & Environment	
CORPORATE DIRECTOR / DIRECTOR:	KATHERINE KERSWELL CHIEF EXECUTIVE AND HEAD OF PAID SERVICE	
LEAD OFFICER:	Katherine Kerswell Chief Executive and Head of Paid Service	
LEAD MEMBER:	All	
AUTHORITY TO TAKE DECISION:	Appointments of staff are a non-executive function of the Council and the Council's established practice is to report all director appointments to Members for decision.	
KEY DECISION?	No	REASON: N/A
CONTAINS EXEMPT INFORMATION?	Yes	Details of the candidate(s) set out in the exempt/Part B appendices under paragraph 1 (information relating to any individual) and paragraph 2 (information which is likely to reveal the identity of an individual) and, in all the circumstances, the public interest in maintaining the exemptions outweighs the public interest in disclosing the information for the reasons set out in this report.
WARDS AFFECTED:	N/A	

1 SUMMARY OF REPORT

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

2 RECOMMENDATIONS

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

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

3. BACKGROUND AND DETAILS

3.1 Job Purpose:

As a member of the council's senior management, the **Director of Streets & Environment** 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 Streets & Environment** 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 Streets & Environment** 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.

This role reports to corporate director sustainable communities, regeneration and economic recovery and is responsible for: the head of profession for resident voice, corporate lead for the council's net zero & climate change 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.

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.

Localism Act 2011 and Pay Policy

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

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1** The previous post holder took early retirement at the end of August 2023 and there is an interim arrangement in place, to continue with that arrangement would be at a substantial cost to the council so to recruit on a permanent basis is considered the most cost effective and viable option to sustain and maintain a stable management team ensuring that key services are delivered to residents.

5. CONSULTATION

- 5.1** The recruitment campaign and assessment and selection process included advertising on both Croydon's internal and external job sites, Local Government Jobs, and LinkedIn. We also had exposure on 'Indeed' as they list and promote our roles free of charge. In addition to this we have worked in partnership with Starfish who have conducted executive search and presented a longlist. Applicants will also undertake first stage conversations with the Corporate Director prior to shortlisting.

6. IMPLICATIONS

6.1 FINANCIAL IMPLICATIONS

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

6.2 Risks

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

- 6.3** Comments approved by the Interim Head of Corporate Finance, on behalf of Allister Bannin, Director of Finance (Deputy s151 Officer) Date 5 October 2023.

7. LEGAL IMPLICATIONS

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

- 7.4** Under section 41 of the Localism Act 2011, the Council must comply with its pay policy statement when making certain determinations relating to remuneration. The Council must also comply with its obligations under regulation 10 of the Accounts and Audit Regulations 2015 and the Local Government Transparency Code.
- 7.4** The Council’s pay policy statement provides that “The Appointments and Disciplinary Committee has delegated responsibility for approving appointments and decisions about remuneration packages for new appointments of £100,000 or more per year in accordance with the Localism Act 2011.”
- 7.5** It provides that “Corporate Directors and Directors are paid salaries aligned to the Croydon Chief Officer grades, as set out in Appendix 1a, with provision for annual incremental progression to the top of the grade. Salaries are reviewed in line with the national awards, as determined by the JNC for Local Authority Chief Executives and Chief Officers.
- 7.6** Staff Employment Procedure Rules at Part 4.J of the Constitution provides for a notification process to ensure that the Mayor and any other Cabinet Members have no material or well-founded objections to the offer of appointment and this process must take place before an offer of appointment can be made.
- 7.7** *Approved by:* Sandra Herbert, Head of Litigation and Corporate Law for and on behalf of Stephen Lawrence-Orumwense the Director Legal Services and Monitoring Officer Date: 04/10/23

8. EQUALITIES IMPLICATIONS

- 8.1** The posts are senior posts within the Council, therefore post holders will have due regard to the Public Sector Equality Duties (PSED) as detailed:
- (i) Eliminate unlawful discrimination, harassment and victimisation
 - (ii) advance equality of opportunity between people who share a protected characteristic and those who don't.
 - (iii) foster or encourage good relations between people who share a protected characteristic and those who don't.
- 8.2** Senior members of staff are also responsible for the deliverables of the Equality Strategy 2020 -2024 within their service area. This includes: ensuring that every strategy, delivery plan and staff appraisal has an equality objective linked to it.
- 8.3** As a member of the management team, the post holder will also have responsibility for the implementation of the Equality Strategy 2020- 2026 which includes the standards of the Chief Executive for London Council’s Tackling Racial Injustice programme. This includes ensuring that both equality and race have measurable actions on personal development plans for the post holder.
- 8.4** The post holder will be requested to share equality monitoring data when in post.
- 8.5** Comments approved by: Denise McCausland, Equalities Programme Manager Date: 04/10/23

9. HUMAN RESOURCES IMPLICATIONS

9.1 There are no additional human resources impacts.

9.2 Comments approved by Dean Shoesmith, Chief People Officer Date: 04/10/23

CONTACT OFFICER: Katie Wallace, Head of Recruitment

10. APPENDICES TO THIS REPORT

Appendix 1: Role Profile

Exempt/Part B Appendices

Appendix 2: Starfish Service & Cost

BACKGROUND DOCUMENTS: none

CROYDON COUNCIL - Job Description

Job title: Director of Streets and Environment	Service Area: Sustainable Communities	
Directorate: Sustainable Communities, Regeneration and Economic Recovery	Post Number From Oracle	Evaluation Number: From Job Evaluation System
Grade: 3	Date issued: March 2022	

Croydon Council's priorities

The Mayor's Business Plan has five outcomes:

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

Croydon Council's new ways of working

We will 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 Streets & Environment** 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 Streets & Environment** 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 Streets & Environment** 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.

The **Director of Streets & Environment**

Reports to: corporate director sustainable communities, regeneration and economic recovery

Responsible for: the head of profession for resident voice, corporate lead for the council's net zero & climate change 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 of £70m expenditure, £46.5m income and £10 non-controllable 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 Streets & Environment

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 deliver the council's corporate climate change and net zero ambitions, including being able to influence the policy direction of services outside his management sphere, represent the council externally and incur expenditure

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.

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.

By virtue of paragraph(s) 1, 2 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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