



CANDIDATE BRIEFING PACK

DIRECTOR OF TRANSFORMATION

MARCH 2023

CROYDON
www.croydon.gov.uk



WELCOME

Thank you for thinking about joining us at Croydon Council. This is truly an opportunity not to be missed.

As you will already know, Croydon has faced significant challenges over the past 2 years, in terms of the Council's financial crisis, and some well-publicised service and governance failures.

We need an outstanding individual to join us to help lead the transformation of the whole council.

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

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

You will not be on your own in this challenge. You will be joining a strong, supportive, and values-driven team of senior staff, all helping to rebuild the Council: its finances, its governance, its culture, and its services. The financial challenge is steep, but we are already making serious progress, with a clear three-year financial strategy in place, and a new political administration focused on the Mayor's business plan, a shared commitment to the task ahead, and to putting Croydon's people first.

Croydon is a fantastic place; a vital part of London's growth story with a strong identity in its own right, and this is a rare chance to make genuine change in a place of great opportunity. It's a once-in-a-career moment, to join us at a time when your impact will be felt the most.

We are building an organisation in which talented, clear-sighted, and committed individuals with a strong public service ethos thrive, and are building that supportive, inclusive, and accountable culture which will be so important to getting the Council back on track. We also want to rebuild the relationship with the people of Croydon and most importantly earn their trust again, which has been shattered by the financial and governance failures of the past.

This is a values-led organisation where people care passionately about fairness, inclusion, tackling inequality, and about making Croydon better for the people who live here. The next few years will be tough, but with the right team working together, they will also be immensely fulfilling.

Mayor Jason Perry



Katherine Kerswell, Chief Executive



ABOUT US

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

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

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

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

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

CROYDON COUNCIL

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

Delivering the Mayor's plan will require a new relationship with our partners as well as local residents.

We have also undergone major constitutional changes and adopted an Executive Mayor leadership model following a referendum.

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

JOB DESCRIPTION

Job title: Director of Transformation
Service area: Assistant Chief Executive
Directorate: Assistant Chief Executive
Post Number: From Oracle
Evaluation Number: From JE system
Grade: Director 1+ market supplement
Date issued: February 2023

THE MAYOR'S BUSINESS PLAN AND COUNCIL PRIORITIES

- 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

OVERALL PURPOSE OF ROLE

The **Director of Transformation** will work collaboratively with other directors, corporate directors and the chief executive to deliver the whole organisation transformation programme underpinning the Mayor's Business Plan, and the medium-term financial strategy to deliver a sustainable council by March 2027.

The **Director of Transformation** will deliver the whole organisation transformation programme and other specific improvement projects allocated and incorporate within the Council's Equality Strategy to ensure the council embeds the principles of diversity, equality and inclusion at its core.

The **Director of Transformation** will provide high quality professional advice to the Mayor and Cabinet, the Scrutiny and Overview Committee, the Audit and Governance Committee and any other council or external bodies on all matters related to the whole organisation transformation programme.

Reports to: Assistant chief executive with a dotted line relationship to the chief executive

Responsible for: the delivery of the whole organisation transformation programme and other specific improvement projects allocated including accountability for:

Leading the development of the whole organisation transformation plan and ensuring the existing service level transformation programmes in Adults Social Care, Children's services, Housing, Planning, Finance, HR and other services are fully incorporated into the programme.

Leading the development and the delivery of a resident engagement strategy to rebuild trust and understanding of the new service offering that Croydon will provide.

Develop and implement a basket of healthy organisation / sustainable organisation indicators to evidence delivery and improvement.

Leading the delivery of the Council's Equality Strategy and its regular renewal and ancillary programmes throughout the year.

Ensuring alignment with other corporate strategies e.g., the People Strategy, the Health and Wellbeing Strategy, the Digital Strategy, the Adult Social Care Strategy, the Children's social care strategy (in development) working with other senior stakeholders as necessary,

Presenting on the transformation programme and improvement projects to the Mayor and Cabinet, Scrutiny and Overview Committee, the Audit and Governance Committee and other bodies as appropriate.

JOB CONTEXT

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

SELFLESSNESS

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

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.

OBJECTIVITY

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

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.

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.

HONESTY

Holders of public office should be truthful.

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 10 direct reports in the division and is accountable and responsible for those services delivered. Those marked with (M) may be based in other teams and matrix managed.

- Strategy support officer
- Executive support officer (p/t)
- Communications external and internal officer (M)
- Programme management officer (M)
- Data analyst officer (M)
- Organisational development and diversity officer (M)
- Customer / resident engagement officer (M)
- Apprentice
- NGDP

Plus, the use of external capacity when appropriate and affordable in the budget.

The council's Equality and Diversity team will also report to this post.

The post holder will have a significant convening role with other Directors and be able to leverage resources from across the council to deliver the agreed transformation work programme and projects

The post holder will drive whole council transformation and improvement including but not limited to:

- Delivery of the whole organisation transformation programme
- Delivery of a healthy organisation/sustainable organisation indicator set
- Delivery of the Council's Equality Strategy and implementation plan
- Delivery of a Resident Engagement strategy and implementation plan

The post holder is jointly accountable with the corporate management team for the delivery of the whole organisation transformation programme and will ensure in all project work, its aims and principles and any relevant actions are incorporated.

The postholder will be accountable to the Transformation Internal Control Board

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 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 Mayor 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 TRANSFORMATION AND IMPROVEMENT

To design and deliver the whole organisation transformation programme and any specific projects allocated in the work plan and ensure the appropriate consultation and involvement of council colleagues and others in their development.

In particular, ensure the programme supports both the delivery of the Mayor's Business Plan and the Medium-Term Financial Strategy which will necessitate reducing the range of services the council delivers, improving the quality of the remaining services and provide them at a reduced cost.

To provide professional advice on all the programme and projects; advising the Mayor and Cabinet, the Scrutiny and Overview Committee, the Audit and Governance 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 work with directorate management teams on the whole organisation transformation programme and ensure the service level transformation programmes they are delivering are fully taken account of and incorporated.

To work with the directorate management teams on the Resident Engagement Strategy to rebuild trust and understanding of the new service offering that Croydon will provide.

To work with the directorate management teams, and staff networks to ensure the delivery of the Council's Equality Strategy and other related initiatives.

To ensure that equality, diversity and inclusion is at the heart of the whole organisation transformation programme, and sustainable council indicator set.

ACCOUNTABILITIES (ALL CORPORATE DIRECTORS AND 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, transformation 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 the whole organisation transformation programme, the Mayor's Business Plan and to act as a project or programme senior responsible owner to lead and ensure the implementation of specific transformation projects as required.

To actively promote the council's priorities from the Mayor's Business Plan 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 division and 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 Mayor's Business Plan.

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 delivery of transformation projects across the council and 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 division and 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 division and 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 division and directorate, 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 transformation 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 division's staff.

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

LEADERSHIP AND CULTURE

To lead within the division and directorate and across the council, the change that is needed in order to ensure that all services play their full part in achieving the Mayor's Business Plan.

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 seek out best practice from local authorities, and other organisations in transformation, service redesign and change programmes.

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.



HOW TO APPLY

We hope you will consider making an application. If you have questions about the appointment and would find it helpful to have an informal conversation, please contact Penny Ransley penny.ransley@starfishsearch.com, and we will be happy to arrange a call. To make an application, please go to <https://starfishsearch.com/jobs/croydon-dir-trans/> and click on the apply now button, with the following prepared:

- Please apply by submitting a CV and Covering Letter (no more than four sides of A4 in length per document aligned to the person specification). Please also include your contact details.
- Please ensure all gaps in employment and education history are fully explained on your CV; we may wish to verify this information during the recruitment process.
- Please provide the details of two referees. Note that we will only approach referees for candidates proceeding to final selection and only with your permission. Please clearly indicate whether we can approach each referee before the selection date.
- Please ensure that you address the key requirements as set out in the person specification.
- Please complete the Equal Opportunities Monitoring Form when you upload your details. We are keen to ensure that all our jobs are accessible to all members of the community and use this data to monitor our progress in doing this.
- Please return your application by the closing date – no applications will be accepted once the long listing process has begun.
- Following long listing, you will be contacted to update you on the status of your application.
- This recruitment process will be anonymised at application stage; we will be sharing your application with a third-party supplier who will redact all personal details and any unconscious bias. They will not share or hold your data.

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

- Closing date:** 28th April 2023
- First Stage Interview:** Early May 2023
- Final Interview:** Late May 2023

