

CANDIDATE BRIEFING PACK

**Director of Policy, Programmes &
Performance**

London Borough of Croydon

April 2023

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Welcome letter

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 strategy, policy and performance functions across the whole council. The successful candidate will hold key relationships with the NHS and voluntary sector as well as leading on technical functions such as programme delivery and elections.

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 to make 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. There is a new political administration focused on delivering 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 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.

Executive Mayor Jason Perry

Katherine Kerswell, Chief Executive

About us

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

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

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

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

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

Croydon Council

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

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

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

Advertisement

Setting strategic direction.

Director of Policy, Programmes & Performance, up to £111K

We have an exciting opportunity to join the senior leadership team at Croydon Council as we continue delivering our significant improvement plan. Our challenges have been well reported. However, these challenges do not define us, they drive us.

We are the largest borough in London, serving 400,000 residents from a diverse community. In 2022, Croydon elected its first Mayor, providing a strong democratic mandate for local leadership. We are the London Borough of Culture in 2023, delivering an exciting programme of diverse and inclusive cultural events. We are delivering change and transformation across our organisation. We are transforming Croydon Council to deliver better outcomes with our residents and partners

About the role

As our Director of Policy, Programmes & Performance, you will work across the organisation influencing our future direction well beyond any direct service responsibilities. You will collaborate with the elected Executive Mayor, Lead Members, Chief Executive, Corporate Directors and others to communicate and deliver the 'Mayor's Business Plan' and priorities, Equality Strategy and Croydon Transformation Plan, all within a financially sustainable budget.

We are looking for someone that is:

- comfortable offering both support and challenge at a senior level
- a keen strategist, able to identify, implement and advise on potential solutions to challenges
- a leading advisor to elected Members on corporate policy and communications
- passionate about the improvement that we can achieve at Croydon

If you would like an informal discussion about this unique opportunity, please contact Elaine Jackson (Assistant Chief Executive) on 020 8726 6000 (Ext22627).

Croydon Council is an inclusive employer and welcomes applications from all sections of the community. We are happy to consider applications from candidates seeking flexible working arrangements.

As users of the disability confident scheme, we guarantee to interview all disabled applicants who meet the minimum criteria for the advertised role. We're committed to safeguarding and promoting the welfare of children and vulnerable adults, and we expect every member of our team to share this commitment.

Job description

Job title: Director of Policy, Programmes & Performance	Service Area: Policy, Programmes & Performance Management	
Directorate: Assistant Chief Executive	Post Number 1021286 From Oracle	Evaluation Number: From JE system
Grade: 1	Date issued: February 2023	

Croydon Council's priorities

The Council balances its books, listens to residents and delivers good sustainable services

- Get a grip on the finances and make the council financially sustainable
- Become a council which listens to, respects and works in partnership with Croydon's diverse communities and businesses
- Strengthen collaboration and joint working with partner organisations and the voluntary, community and faith sectors
- Ensure good governance is embedded and adopt best practice
- Develop our workforce to deliver in a manner that respects the diversity of our communities

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

As a member of the council's senior management, the **Director of Policy, Programmes & Performance** 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 communicate and deliver the Mayor's Business Plan, Croydon Transformation Plan, the council's priorities and a financially sustainable budget.

The **Director of Policy, Programmes & Performance** 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** will work with the Head of Communication & Engagement to develop and deliver a strategic communication strategy, raising awareness of the priorities and achievements of the council.

The **Director of Policy, Programmes & Performance** will provide high quality professional advice to the Assistant Chief Executive, the Chief Executive, Mayor 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

Direct reports:

- Head of Programmes & Performance
- Head of Strategy & Policy
- Head of Communications & Engagement
- Head of Elections

Responsible for:

- head of profession for programme and project management
- corporate policy and strategy advice to members
- communications and engagement (internal and external)
- programme management office
- business intelligence & performance management
- support to the Executive Mayor and Cabinet
- voluntary sector relationships
- elections and electoral registration
- relationship with the local strategic partnership (or successor body/ies 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 fulfil 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 four 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 circa £6m 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 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 Executive 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 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 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 deliver an effective communication and engagement function, against an agreed strategic communication strategy agreed with the Executive Mayor and Corporate management Team.

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 (or successor body/ies) 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 Mayor's Business Plan, Croydon Transformation and other Improvement Plans.

To deliver a corporate programme management function to support the delivery of the Mayor's Business Plan, Croydon Transformation and other Improvement Plans.

To deliver an effective and efficient support function to the Executive Mayor 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 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.

Person specification

Specific Minimum Qualifications and Expertise

Qualifications:

- A professional or management qualification or educated to degree level or demonstrable equivalent experience.

Experience:

- Extensive experience of leading strategy functions, project teams, policy initiatives and implementing change with a wide range of partners in a political environment.
- A successful track record and background of consistent achievement at senior management level in a large complex organisation.
- Demonstrable experience of successful evidence driven campaigning
- Proven record of designing and delivering alternative service delivery models to realise efficiency savings and improve outcomes.
- Significant experience of programme and project management at an organisational level
- Demonstrable experience of managing and delivering major change projects and programmes that delivered service improvement, increased efficiencies and cultural change in large and complex organisations.
- Experience in the formulation of policy, analysis, advice and implementation to Members and Corporate Leadership.
- Experience of working in partnership with a wide range of internal and external partners / bodies including statutory bodies and organisations, codesigning across systems to deliver improved outcomes for residents in constrained financial circumstances.
- Experience of working with the voluntary, community and faith sector to develop and deliver against agreed outcomes

Knowledge and Skills:

- Detailed and up to date knowledge of local authority functions, structure and processes, including the legal, financial and decision-making frameworks.
- Expertise in providing strategic advice within a political environment, with strong political awareness and knowledge.
- An enabler, with the ability to manage a wide range of complex issues and agendas at the same time and drive change through influence and diplomacy.
- Well-developed negotiation, diplomatic and mediation skills within a context of complexity and ambiguity to influence service delivery outcomes and deliver Administration priorities.
- Current understanding of the legislation relating to public sector communications and consultation
- Understanding of strategic planning in a multi-functional organisation
- Understanding of the issues related to equality, diversity, inclusion the requirements of the Equality Act and Public Sector Equality Duty

- High level of communication skills to persuade and engage audiences and form positive relationships at all levels (internally and externally).
- Role models positive inclusive leadership and is visible in doing so, providing staff with a clear leadership, clarity of objectives and a clear sense of direction in line with the councils values.
- Creativity and imagination in seeing new approaches, painting the vision, overcoming obstacles, and showing that ambitious goals can be achieved.
- Commercial awareness and approach, recognising the importance of value for money in all Council activity.
- The ability to move at pace and motivate others whilst anticipating and balancing risk.
- Ability to work collaboratively with partners, obtaining the trust of a wide range of individuals and organisations, working as part of a multi-function teams
- An enthusiastic and effective ambassador for Croydon Council with a strong commitment to improving its delivery of services to meet the needs of its diverse community.

Leadership Framework

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

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

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

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

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

Corporate values

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

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

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

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

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

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

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

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

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

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

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



Recruitment Process

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

Activity	Date
Closing Date	Friday 23 June 2023
Longlist Meeting	Week commencing 29 June 2023
Preliminary Interviews & 1-2-1 with Assistant Chief Executive	Week commencing 29 June 2023
Shortlist Meeting	Week commencing 3 July 2023
Final Panel Interviews	Week commencing 17 July 2023