

# **CANDIDATE BRIEFING PACK**

**Director of Culture & Community Safety**

**London Borough of Croydon**

**July 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 exceptional strategic leader who inspires both the workforce and partners with their leadership style to deliver lasting change for Croydon's communities. You will be passionate about the importance that cultural and leisure activity has upon the lives of people, communities and places, and you'll lead the delivery of strategies and plans to make our borough safer, restore pride in Croydon, and put Croydon back on the map for the right reasons.

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. Someone who is committed to fixing the 'broken windows' and working to transform our borough into one that is cleaner and safer and which our residents can once again be proud to call home.

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

## Director of Culture & Community Safety up to £116,648

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 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 Mayor's Business Plan 2022-2026, the Croydon Renewal Improvement Plan, the council's priorities and ways of working and a financially sustainable budget.

Your role as Director, is to lead our Culture and Community Safety services. As well as overseeing the legacy of Croydon's year of London Borough of Culture, and leading our libraries, museum and sports and leisure services, you will also be the lead director for emergency planning and resilience, and our coroner's support service. Your role will be diverse and exciting with a wide remit to transform our libraries into community hubs, deliver a sustainable future for Croydon Museum, and oversee the delivery of our community safety strategies.

If you would like an informal discussion about this unique opportunity, please contact Nick Hibberd, Corporate Director Sustainable Communities, Regeneration & Economic Recovery on 020 3757 0609 Ext.: 28352.

*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.*

## CROYDON COUNCIL - Job Description

<b>Job title:</b> Director of Culture & Community Safety	<b>Service Area:</b> Culture & Community Safety	
<b>Directorate:</b> Sustainable Communities, Regeneration & Economic Recovery	<b>Post Number</b>	<b>Evaluation Number:</b>
<b>Grade: 2</b>	<b>Date issued:</b> May 2023	

### Croydon Council's priorities

1. 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.
  - Deliver a wholesale transformation of the Council's way of working, so that we balance the budget and change how services are run.

transforming the Council, we will be better placed to achieve these outcomes:

2. Croydon is a place of opportunity for business, earning and learning
3. Children and young people in Croydon have the chance to thrive, learn and fulfil their potential
4. Croydon is a cleaner, safer and healthier place, a borough we're proud to call home
5. 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 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 Mayor's Business Plan 2022-2026, the Croydon Renewal Improvement Plan, the council's priorities and ways of working and a financially sustainable budget.

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 borough's library and leisure services and the museum of Croydon, 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 also leads on the Coroner's service and the council's resilience and emergency planning arrangements.

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.

The **Director of Culture & Community Safety** post holder will be responsible for leading the resilience team and coordinating all emergency planning and business continuity for the Council and with our resilience partners, preparing policy and corporate civil emergency and incident plans, to ensure that the local authority complies to its legal obligations under the Civil Contingencies Act 2004, associated legislation, guidance and obligations as part of the London Resilience Partnership and Local Authorities' Panel. The postholder will lead the process for ensuring that the Council has business continuity plans and arrangements in place.

The **Director of Culture & Community Safety** will lead the delivery of the Coroner's Support service, ensuring the provision of professional expertise in a complex and statutory area to ensure effective outcomes

**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 coroner's support service, the resilience and emergency planning service, the family justice unit, CCTV services, community safety, 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 £9.8m 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 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 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 lead the delivery of the Coroner's Support service, ensuring the provision of professional expertise in a complex and statutory area to ensure effective outcomes.

To lead the strategic interface between the independent Senior Coroner and the Council to establish and implement the strategic aims and objectives of the statutory Coroner's Services.

To oversee Croydon Council's response to its duties under the Civil Contingencies Act, in relation to planning for, and responding to, major incidents. To lead on the development and delivery of Croydon Council's Corporate Emergency Response Plan and play a lead

role in co-ordinating the council's response to major emergencies and other significant crises both within the borough and also across the capital.

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 – 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 shared goals with colleagues, partners and communities



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

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

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

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

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

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

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

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

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

## Recruitment Process

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

Activity	Date
<b>Closing Date</b>	Sunday 30 July 2023
<b>Longlist Meeting</b>	Tuesday 01 August – candidates not required
<b>First stage conversations with Assistant Chief Executive &amp; Corporate Director</b>	Friday 11 August – candidates required, via 'Teams'
<b>Shortlisting meeting</b>	Monday 21 August – candidates not required
<b>Stakeholder meeting</b>	Monday 31 August/Tuesday 01 September – candidates required in person
<b>Final Panel Interviews</b>	Friday 08 September – candidates required in person