



CANDIDATE PACK

DIRECTOR OF STREETS AND ENVIRONMENT

AUGUST 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 the new Director of Streets & Environment for one of London's largest and greenest boroughs, this is a role where you can really make your mark. 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 and restore pride in the quality of our greenspaces, high streets, parks and public spaces.

As you will already know, Croydon has faced significant challenges over the past two years, in terms of the Council's financial crisis, and some well-publicised service and governance failures. However, you will play a central role in continuing our journey of improvement.

You will lead the council's drive to making Croydon cleaner and safer, being responsible for a large department with a significant £80m annual expenditure budget and over 450 staff that includes our environmental, regulatory, waste and recycling, and highways services.

You'll support the economy of our town and district centres through leading our trading standards, licensing and environmental health services. As the lead Director for the Highway Authority, you'll deliver our new parking policy, and work in partnership with Transport for London to connect Croydon with the rest of London and the south east.

As one of London's greenest boroughs, Croydon's 127 parks and green spaces are one of its greatest treasures. You will be responsible for the services that manage our parks for the recreational and health benefits of our residents and visitors. You will lead the delivery of our carbon neutral action plan, with its ambition to embed addressing climate change and improving bio-diversity in everything we do as a 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. Someone who is committed to fixing the 'broken windows' through leading the improvement of our waste, recycling, and street cleaning services, 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 around 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 in 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.



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 of 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'S PRIORITIES

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

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

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

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

CROYDON COUNCIL'S NEW WAYS OF WORKING

We will practise sound financial management, being honest about what we've spent and what we can afford.

We will focus on what we, uniquely, can do as the local authority as the democratically elected leaders of our borough. This means we will focus on our core services, and a small number of evidence-based outcomes that deliver our priorities. But we will also continue to use our democratic mandate to convene our partners around a common purpose and to make a clear case for a better deal for Croydon.

We will aim to become a much more transparent, open and honest council.

We will involve residents in our decision making. But we will also need to be clear with residents about what we can do, and what we can't. When we have to say no, we will do so with compassion and take the time to explain our decisions.

ADVERTISEMENT

Director of Streets and Environment
London Borough of Croydon
£122,000 to £127,000

As one of London's largest, greenest 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 over 120 green spaces that link us together.

Our new Director of Streets and Environment will oversee a significant £80m annual expenditure budget and have responsibility for over 450 staff. You will lead work across a large portfolio of activity - highways, parking, fleet and transport, parks and open spaces, waste, recycling, street cleansing, environmental regulatory services (including licensing, noise pollution, food safety, events, and trading standards).

You will play a key role in supporting the delivery of some of the most important priorities for our residents, which are also outlined in the Mayor's business plan for the borough: Leading the re-procurement of the borough's waste and recycling contract, accelerating our response to our net zero ambitions and leading significant capital programmes will be some of the key pieces of work for our new Director.

This role has responsibility for one of the largest road networks in London and for providing a safe and high-quality public realm that meets the demands of all road users, while ensuring that the road network operates efficiently. You will manage the delivery of our new Parking Policy and lead the local flood authority through the delivery of our new Flood Risk Management Plan. You will play a pivotal role overseeing the council's fleet, ensuring compliance with regulatory requirements and independent travel services provision, ensuring smooth and efficient travel arrangements for students and adults with SEND.

Croydon is a vital part of London's growth story with a strong identity and this is a chance to make genuine change in a place of great opportunity. We're proud of our high-performing staff and services across the directorate, which have benefitted from strong and consistent leadership over many years.

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.

For an informal conversation about the role, please contact Sunita Patel (07561 708023) or Penny Ransley (07549 233685) at Starfish Search.

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

OVERALL PURPOSE OF ROLE

As a member of the council's senior management, the Director of Streets and 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 and 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 and 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 and Environment will provide organisational wide strategic leadership of the council's climate change and net zero work.

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 borough's 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).

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 4 direct reports and responsibility for all staff in the streets and environment division and is accountable and responsible for the services delivered.

The post holder is accountable for the streets and environment budget of £70m expenditure, £46.5m income and £10 non-controllable budget, and will deliver services, 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 AND 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 their 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 co-ordinated management of flooding from surface water, groundwater and ordinary watercourses, investigation and recording of flooding events and co-operation 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 council's 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 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

OUR 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 Sunita Patel sunita.patel@starfishsearch.com, and we will be happy to arrange a call. To make an application, please go to <https://starfishsearch.com/jobs/croydon-dir-streets-envir/> and click on the apply now button, with the following prepared:

- Please apply by submitting a CV and covering letter (no more than three 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.

Closing date: 25 August 2023

