

# **CANDIDATE BRIEFING PACK**

**Director of Customer Experience and Technology**

**London Borough of Croydon**

**November  
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 two 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 digital transformation of the whole council. You will hold key relationships across the council working with elected members and senior officers to deliver transformation improvement to our customers, in particular through digital development.

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, its services and restoring pride in the borough. 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 establishing 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

**Leading digital transformation.**

## **Director of Customer Experience and Technology (£122,803 to £127,684)**

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 Customer Experience and Technology, 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 customer services and technology
- 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

<b>Job title:</b> Director of Customer Experience and Technology	<b>Service Area:</b> Customer Experience and Technology	
<b>Directorate:</b> Assistant Chief Executives	<b>Post Number</b> From Oracle	<b>Evaluation Number</b>
<b>Grade:</b> Director 3 (Hay)	<b>Date issued:</b> 3 November 2023	

### Business Plan and Council priorities

The [Mayor's business plan: 2022 to 2026](#) has five outcomes:

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

### Croydon Council's new ways of working

We will practice 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.

**Responsibility for: -**

- Technology (IT)
- Digital
- Data
- Information Management
- Cyber Security
- Customer Services and Customer Experience
- Travel Services
- Complaints and Members' Enquiries
- Bereavement
- Registrars

**Job Purpose:**

- Lead senior officer responsible for technology, cyber security, digital and data strategies, portfolios of change and investments/budgets to enable organisational outcomes.
- Lead senior officer responsible for creating, managing and executing customer experience strategy to deliver seamless customer experiences across all stages and touchpoints.
- Ensure core technology and infrastructure is operating optimally, resiliently, and securely.
- Lead on strategic IT sourcing, procurement, and commercial activity.
- Continually re-imagine and promote the vision for technology to enable the organisation to achieve its ambition.
- Act as agitator, disruptor, and collaborator to help drive innovation.
- Provide thought leadership and sector wide impact on the role of technology, digital and data in local government.
- Lead and embody an inclusive culture, actively promoting diversity and equality both in the team and outside it.

**Reports to:** Assistant Chief Executive

**Direct reports:**

- Heads of Technology
- Head of Change and Oversight
- Head of Customer Experience
- Head of Cyber Security

**Responsible for:**

- Strategic direction, leadership, sponsorship, and governance of all aspects of technology (including change activities).
- Strategic direction, leadership, and collaboration with all organisation divisions to develop and implement the overall customer experience strategy.
- Strategic direction, leadership, and collaboration with all organisation divisions to develop and implement the overall bereavement strategy.
- Strategic direction, leadership, and collaboration with all organisation divisions to develop and implement the overall Registrars strategy.
- Thought leadership and advocacy to the development and delivery of the organisations vision and the agenda for transformation and innovation.
- Leadership and accountability for IT strategic sourcing and procurement and contract management.
- Leadership and accountability for the development and implementation of the council's information and technology security policies and strategies - ensuring the council meets its statutory requirements.
- Leadership and accountability for robust contingency, risk management, and business continuity plans and actions for IT services. Maintaining and enforcing standards and protocols for the use of technologies across the organisation.
- Build strategic relationships with international, national and regional organisations including government departments, GLA, London Councils, other agencies and Councils to ensure collaborative working on cross Borough and regional and sub-regional strategies.
- Role modelling values and behaviours needed for a leader of a 21<sup>st</sup> century, collaborative organisation.
- Other duties – the job description indicates the main areas of activity for this post. From time-to-time other tasks/duties maybe required which are commensurate with the general area of responsibility and grade of the post.

**Service Accountabilities:**

Critical Success Factors:

- Provision of and delivery of quality services – ensuring a high level of service that is reflective of all customer needs and value for money.
- Understands different customer needs – delivering a customer focused service which meets the needs of residents, businesses, and communities.
- Delivers capacity and capability to operate core services and embeds appropriate models to enable change and transformation.

- Delivers a flexible, and scalable platforms to run operations and continuously improve.
- Invests in people and skills to deliver a sustainable, motivated, and talented workforce.
- Provides transactional services that are multi-channelled and inclusive to meet local customer needs.
- Minimises silos of systems, data, assumptions, hand-offs, performance and customer touch-points.

### **Corporate Accountabilities**

To take a “one Council” approach to deliver more effective outcomes and at all times avoid a siloed, single division 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 contribute and lead as required as a project owner on the delivery and implementation of specific corporate projects.

To actively role model the council’s priorities and ways of working and the council’s leadership framework and values.

To lead, manage and develop staff teams and ensure compliance with the council’s performance management system and all HR policies and procedures

Be accountable for associated budget and have affordable plans in place to deliver the annual budget and Medium Term Financial Plan.

Provide assurance that the services are compliant and performance monitoring is part of the corporate rhythm, and exceptions have robust action plans.

To operate within the governance, financial and legal frameworks of the Council at all times.

Ensure equality, diversity and inclusion is embedded into all aspects of professional and managerial roles, including service delivery and at all times carry out your duties with regard to the Council policy.

Ensure by robust management that the services and staff you are responsible for adhere to the Council’s Health and Safety Policy and operate within the safety management frameworks.

To ensure the effective management of data and security of information received and used within the division, 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.

Participate in cross organisational risk management and emergency planning activities as required.

Represent Croydon Council externally as appropriate to the role, to ensure strong partnership working, strong public relations, and for other reasons as appropriate.

Deputise for the Assistant Chief Executive on all matters as required.

Work with the Assistant Chief Executive and the other ACE directors, take responsibility for building

a whole Council approach to deliver on the ambitions of our priorities on page 6.

The list of duties in the role profile should not be regarded as exclusive or exhaustive. There will be other duties and requirements associated with your job and, in addition, as a term of your employment you may be required to undertake various other duties as may reasonably be required.

Your duties will be as set out in the above role profile but please note that the Council reserves the right to update your role profile, from time to time, to reflect changes in, or to, your job.

You will be consulted about any proposed changes.

### **Key Partner Relationships:**

#### Internal:

Members; Chief Executive, Corporate Directors; Directors; Heads of Service; other teams and senior directorate colleagues across the whole council; trade unions.

#### External:

Local, regional and national government bodies, agencies and NGOs; professional bodies; other local authorities; partner organisations; statutory bodies; members of the public and community groups; trade unions.

### **DISCLOSURE AND BARRING SERVICE (DBS):**

Not required

### **Political Restrictions:**

This post is politically restricted and under the Local Government and Housing Act 1989, as amended by the Local Democracy, Economic Development and Construction Act 2009 and the post holder may not have any active political role either in or outside the work.

### **Statutory Responsibilities:**

This role has no assigned statutory responsibilities.

### **Other Considerations:**

You may, from time to time, be required to work outside of regular office hours including weekends and evenings to attend meetings and community events.

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

## **1. Selflessness**

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

## **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.

## **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.

## **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.

## **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.

## **6. Honesty**

Holders of public office should be truthful.

## **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.

## Person Specification

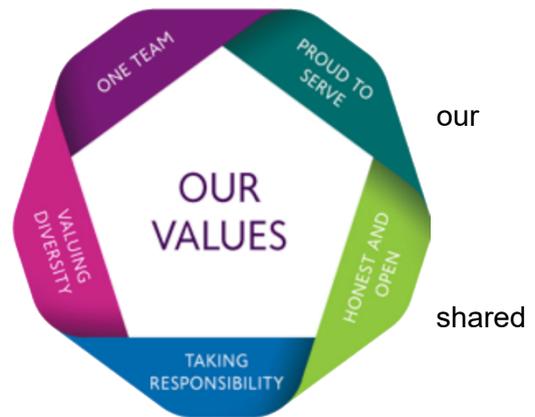
- A professional or management qualification, or educated to degree-level, or demonstrable equivalent experience.
- Evidence of continuing professional development, leadership and personal

Competencies	Criteria
<p><b>Able to demonstrate and evidence a highly developed Competence in:</b></p>	<ul style="list-style-type: none"> <li>• Creating vision based on global and local trends, challenges and opportunities of the technology and data sectors. Explaining it convincingly and inspiring others to be dedicated to it.</li> <li>• Carrying out activities that enable the vision, allocating roles, responsibilities, and resources, monitoring progress and communicating it convincingly.</li> <li>• Pioneering and continually challenging current thinking; promoting different approaches to problem framing and solving, encourage taking risks and directing the development and implementation of valuable innovations.</li> <li>• Designing policies, services and approaches based on the user`s needs and benefits/outcomes.</li> <li>• Creating an environment of workplace happiness and wellbeing, ensuring the engagement and development of employees.</li> <li>• Understanding your role as a leader in civic and public services, developing yourself continuously to ensure maximum realisation of potential.</li> <li>• Leading, managing, and delivering a wide range of different services across a large complex, politically led organisations.</li> </ul>
<p><b>Able to demonstrate and evidence Knowledge and experience in</b></p>	<ul style="list-style-type: none"> <li>• Senior leadership experience in technology, digital, customer service/experience, bereavement and registrar`s departments.</li> <li>• Understanding of cyber security and information governance.</li> <li>• An understanding of key technology, digital, data and information best practice (e.g. ITIL, Agile, Dev/Ops, PRINCE, DDaT, TOGAF, SFIA etc.) and evidence of successful outcomes from implementation.</li> </ul>
<p><b>Behaviours and personal qualities</b></p>	<ul style="list-style-type: none"> <li>• Able to work with a wide variety of people at all levels.</li> <li>• A strategic thinker and leader with the ability to balance competing priorities and deliver within tight timescales.</li> <li>• Highly collaborative and participative.</li> <li>• Ability to make decisions by listening to, and taking cognisance of, the views of others along with a high degree of integrity and probity.</li> <li>• Highly skilled communicator with the ability to communicate orally and in writing to a diverse range of audiences.</li> <li>• Ability to influence and negotiate effectively.</li> <li>• Ability to lead, motivate, inspire confidence and enthusiasm.</li> <li>• Resilient and calm.</li> <li>• Commitment to the Council`s core values and objectives</li> </ul>

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### 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 and this will be assessed using the criteria below:



**One Team:** To cross boundaries to work together towards 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 other's 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.