

# CANDIDATE BRIEFING PACK

**Director of Commercial Investment**

**Prepared for London Borough of Croydon**

**November 2021**



Penna

FIND | EXCITE | SECURE

## Contents

1. Welcome Letter
2. About us
3. Advertisement
4. Job Description
5. Person Specification
6. Corporate Values
7. How to Apply



## 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 south east.

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 a vibrant urban town at its centre. One of London's largest commercial districts outside the centre, Croydon is a major hub of activity 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 second most populous borough, Croydon is home to 386,700 residents. Caring, passionate and principled, they take huge pride in coming together to improve their borough and help their communities. A long history of community action through our dynamic and dedicated voluntary and community sector was exemplified during the pandemic with Croydon uniting to support neighbours, communities and local businesses.

Croydon is also home to more than 94,000 under-18s – more young people than anywhere else in London. We are incredibly proud of them and committed to them and their futures. We look after more vulnerable children and young people than any other council in London; caring for them is a privilege and a priority, and our children's services are rated 'good' by Ofsted.

Over the past decade we have seen huge investment, regeneration and growth in our borough. Croydon remains an attractive and important part of London for ongoing growth and investment – growth from which we want to see all our communities benefit. However, the impact of the pandemic, austerity and our financial challenges mean we must change to focus on the needs our residents are facing today and make sure we are a financially sustainable council by 2024.

### **Croydon Council**

Croydon Council is one year into one of the most significant and fast-paced transformational programmes in local government today. Our renewal plans set out how we are changing as an organisation to provide the good quality core services and value for money our residents and businesses expect. We will focus our resources where they matter the most, prioritising clean, safe streets, protecting the most vulnerable residents, and tackling ingrained inequality and poverty, while living within our means. Throughout our three-year renewal programme, we will work in close partnership with our improvement panel. Both the panel and government have noted our "significant progress" and demonstrated confidence in our ability to deliver the changes we need to make.

We are also preparing for some major constitutional changes. Following a referendum in October 2021, Croydon is preparing to change its governance arrangements and adopt a mayoral model in May 2022. Our first elected mayor will have one of the largest mandates in the capital.

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

### Inspire Excellence

#### **Director of Commercial Investment** **£104,902-£109,140pa**

Croydon is a council on a journey. By accepting and addressing the challenges of its past, the council is transforming itself into a modern, sustainable, and resident-focused local authority.

This is an opportunity to be part of a new chapter for Croydon and help shape the future of the council. A council with a passion for driving positive change and delivering excellence; a community with a rich heritage, a diverse population and a distinct identity. It's an environment in which you can find fresh inspiration and inspire others in equal measure.

Welcome to Croydon Council – and a role that will challenge you and fulfil you like never before. As our Director of Commercial Investment, you'll manage our current portfolio of investments and shareholdings. You'll act as the corporate client to Brick by Brick and Croydon Affordable Housing, minimising risk and improving efficiency.

#### **The impact you'll have**

This is an opportunity to make your skills count on a broad scale as you manage our division to help drive the development and transformation of a range of services in line with our budgets and medium-term financial strategy 2021-2024. You'll provide expert property and commercial services, working very closely with other divisions and our finance, legal and commissioning services to achieve the perfect balance between quality and value. Across everything you do, you'll support our ongoing financial sustainability so that we can better support and empower our residents.

There will be difficult decisions to make and tough budgets to deliver. But you'll relish the chance to apply your ideas and ingenuity to find the best ways forward.

Your specific responsibilities will include:

- Taking the lead on and delivering any land or property-based commercial transactions, including housing disposals and acquisitions
- Ensuring robust governance and control around our shareholdings, asset investment funds and any other entities
- Overseeing the recruitment of non-executive directors to all council company boards, ensuring they have the right level of training, development and support
- Meeting all shareholder requirements both contractually and operationally, and upholding our governance requirements in briefing members appropriately and ensuring transparent and effective decision making
- Acting as the client representative on all future affordable housing development, managing all asset purchases and disposals, and creating an asset management register

#### **The skills and experience you'll bring**

We're looking for someone who'll be passionate about and experienced in delivering outstanding commercial services and shaping the future of our organisation as a whole. An inspiring, engaging and motivational leader who'll live and breathe our values, you'll be adept at identifying and developing talent, driving high standards and value for money, and embedding a culture of trust and respect. You'll empower people within your team to bring new ideas and try new approaches as well as inspiring them through

your own. You should also be a natural and inclusive collaborator – someone who can work well with a range of stakeholders, establish productive relationships, and see things from different perspectives.

### **Who we are – and where we're going**

We fully acknowledge the fact that we haven't got things right in the past and have strengthened our resolve to do them better. With a clear financial strategy in place together with an unwavering commitment to listening to our residents and putting them first, this is a reenergised Croydon. A determined Croydon, with a fantastic team of people who care about our community, and how we can support the many different people who live and work here.

We have a vision of what improvement success looks like for us – a future where we have a vibrant local economy, a great team of people, and delivering new ideas that will mean we can be at our best for the communities in Croydon.

### **How to apply**

If you'd like to find out more, please go to: <https://www.inspiringcroydon.co.uk>

*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 Commercial Investment	<b>Service Area:</b> Commercial Investment	
<b>Directorate:</b> Resources	<b>Post Number</b> From Oracle	<b>Evaluation Number:</b> From JE system
<b>Grade:</b> 2	<b>Date issued:</b> October 2021 FINAL	

### 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.

### Overall purpose of role

As a member of the council's senior management, the **Director of Commercial Investment** will work collaboratively with other directors in the resources 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 Commercial Investment** will be responsible for managing the council's current portfolio of investments and procurement service, including the revolving investment and asset investment fund & shareholdings acting as the corporate client to Brick by Brick and Croydon Affordable Housing, minimising risk, improving efficiency and leveraging the council's assets and contracts to enhance the

ability to contribute towards balancing the MTFs, managing an effective facilities and asset management service and health and safety service for all council services, and promoting the council corporate competencies and values through day-to-day managerial behaviours.

The **Director of Commercial Investment** will provide high quality professional advice to the corporate director of resources, the chief executive, Leader and Cabinet, the Scrutiny and Overview Committee, the General Purposes and Audit Committee, the Cabinet Advisory Committee and any other external bodies on all commercial investment, procurement and contract management matters related to the functions of the council.

**Reports to:** Corporate Director of Resources

**Responsible for:** asset acquisition, management and disposals, health and safety, fire safety, client to the council’s shareholdings and other entities, management of investment funds, and facilities and asset management, the council’s contracts portfolio from a corporate and strategic perspective with oversight of procurement, contract management and market activity.

**Job context:**

The post holder ensures on behalf of the chief executive and elected members, a safe system of work is present in the authority and that it is in compliance with the Health and Safety at Work Act 1974 and other legislation including the 2021 Fire Safety Act.

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 post holder 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 2 direct report and responsibility for all staff in the commercial investment and procurement teams and is accountable and responsible for those commercial investment and procurement services delivered.

The post holder is accountable for the commercial investment and procurement 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 commercial investment 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 Commercial Investment**

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 lead the council's commercial resources and provide expert property and commercial services working very closely with client divisions and finance, legal, procurement and commissioning services to ensure that it provides value and the required quality of property services for users.

To provide expert guidance and advice on commercial, procurement and contract management issues helping to support the financial sustainability of the council and deliver value for money for residents.

To lead on and deliver any land or property based commercial transactions, including housing disposals and acquisitions ensuring adequate protection of the council's position.

To manage the Council's assets acquired under the revolving investment fund and asset investment fund to minimise risk and seek return on the investments in line with council decisions.

To oversee the Council's portfolio of contracts and procurement and market activity.

Ensure there is effective procurement governance arrangements working collaboratively with legal, corporate management and commissioners.

To ensure robust governance and control around the council's shareholdings and other entities, asset investment funds and any other externalised or shared entities and provide regular reports to the Shareholder Board, and any other bodies as required.

To oversee the recruitment of non-executive directors to all council company boards in accordance with the articles of association, ensuring adequate training, development and support to facilitate the efficient execution of their duties and ensure effective feedback is received to advise members at the Cabinet Advisory Committee.

To ensure all shareholder requirements are met contractually and operationally and the governance requirements of the council are upheld.

To act as the client representative on all future affordable housing development including the acquisition of land by the HRA and deal with all GLA grant claims and RTB funding.

To manage all asset purchases and disposals, including land, private properties for social housing, commercial property for HRA and general fund and capital programme.

To create and maintain an asset management register and disposals strategy that supports the delivery of the medium term financial strategy 2021- 2024.

To ensure maintenance of the Council's contracts register and procurement pipeline.

To create and maintain a property asset register that documents all council owned assets, their use, value, risks and accountable officers.

To manage an effective and efficient facilities and asset management service for all council properties.

To ensure the corporate Health and Safety Board meets on a regular basis with trade union representation as part of the system of internal control.

To provide advice and guidance to the council on all aspects of health and safety and environmental matters and to ensure compliance with all health and safety requirements.

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

#### **Accountabilities (all corporate directors and directors)**

Tasks and accountabilities are intended to be a guide to the range and level of work expected of the post holder. This is not an exhaustive list of all tasks that may fall to the post holder and employees will be expected to carry out such other reasonable duties which may be required from time to time.

#### **Strategy**

To take a “one Council” approach to deliver more effective outcomes and at all times avoid a silo-ed, single 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 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 division.

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 division’s functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

Through personal example, commitment and clear action, valuing and celebrating the diversity of Croydon’s communities, ensuring an inclusive approach and equality of access and treatment in employment and service delivery.

To develop appropriate service quality measures, targets and outcomes for accountable assessment. To seek out more transparent accountability mechanisms for delivery in the division.

To maintain an up to date knowledge of relevant legislation as applicable to the division 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 division in order to ensure that they deliver effective and efficient services, that they set and achieve high standards of performance, that they provide best value and that the overall budgets are managed and controlled within the funding envelope agreed.

To lead, direct and uphold the internal control system that safeguards the residents' interest in the appropriate use of council resources and ensure the system is respected and complied with by all staff in the division.

To comply with the requirements of the Council's constitution and the relevant officer and other codes of conduct and ensure through personal leadership that staff in the division are familiar with, understand and comply with the requirements also.

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

To ensure that staff are informed, organised, performance managed, held to account and motivated to deliver high quality and cost effective services.

To uphold the mandatory financial regulations of the council and ensure that they are understood and complied with by the division's staff.

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

## **Leadership and Culture**

To lead within the division and across the council, the change that is needed in order to ensure that commercial investment and procurement 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 division 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.

## Person Specification

- Extensive senior management experience of delivering asset based and commercial investment services in a large complex and public facing organisation. Able to demonstrate a sound understanding of and experience of delivering health and safety, large scale investment practice and procurement services.
- A successful track record of influencing, giving professional advice to and building effective and productive working relationships with senior managers and/or Councillors, a variety of communities, partner organisations, trades unions, private sector providers, public agencies and statutory authorities
- Extensive knowledge of local government finance and experience of managing budget setting, capital planning, investment management, financial monitoring and delivering savings from high pressured and very public facing services.
- Knowledge of value for money and transformation principles to ensure the most cost effective outcomes are achieved within limited resources.
- Proven ability to lead a strategic team at a similar level and a record of success in building high performing teams, leading a diverse group of professional senior staff and securing high levels of engagement across the workforce.
- Passionate about equality, diversity and inclusion both in the workplace and in service delivery and can evidence a track record of delivery.
- Outstanding interpersonal skills to relate effectively to the public, employees, trades unions, Council Members and other stakeholders and command their respect, trust and confidence.
- The ability to present complex information to a variety of audiences in the form of verbal and written communications.
- 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.
- A persuasive and effective influencer, with the tenacity and initiative to operate effectively as a shrewd, creative and strategic thinker in this complex multi-disciplined organisation.
- The ability to move at pace and motivate others whilst anticipating and balancing risk.
- 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.

## Corporate Values

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

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

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

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

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

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

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

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

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

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

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



## How to Apply

This guidance contains important information to help with your application:

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

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

Activity	Date
<b>Closing Date</b>	9am on Wednesday 8 <sup>th</sup> December 2021
<b>Longlist Meeting</b>	Wednesday 15 <sup>th</sup> December 2021
<b>Preliminary Interviews &amp; 1-2-1 with Chief Executive</b>	W/C 3 <sup>rd</sup> January 2022
<b>Shortlist Meeting</b>	Monday 17 <sup>th</sup> January 2022
<b>Final Panel Interviews</b>	W/C 24 <sup>th</sup> January 2022 (face to face)

To apply for this role, please click the following link: <https://execroles.penna.com/?type=1>

For further information or confidential discussion, please contact Jordan Mumford on 07729 600 685 or Josh Bembridge on 07739 985 331.