

# Appointments Committee Agenda



To: Councillor Hamida Ali (Chair)  
Councillor Stuart King (Vice-Chair)  
Councillors Jason Cummings, Lynne Hale, Joy Prince and Callton Young

A meeting of the **Appointments Committee** which you are hereby summoned to attend, will be held on **Wednesday, 27 April 2022** at **9.00 am** in **Council Chamber, Town Hall, Katharine Street, Croydon CR0 1NX**

Andrew Hunkin  
Monitoring Officer  
London Borough of Croydon  
Bernard Weatherill House  
8 Mint Walk, Croydon CR0 1EA

Stephen Rowan  
Stephen.Rowan@croydon.gov.uk  
www.croydon.gov.uk/meetings  
Tuesday, 19 April 2022

PLEASE NOTE THAT THE GREAT MAJORITY OF THE BUSINESS TO BE DISCUSSED AT THIS MEETING WILL BE CONFIDENTIAL AND THEREFORE WILL BE CONDUCTED IN PART B OF THE AGENDA.

The agenda papers for all Council meetings are available on the Council website [www.croydon.gov.uk/meetings](http://www.croydon.gov.uk/meetings)

If you require any assistance, please contact Stephen Rowan as detailed above.

## AGENDA – PART A

### 1. **Apologies for Absence**

To receive any apologies for absence from members of the Committee.

### 2. **Minutes of previous meetings** (Pages 5 - 18)

To approve the minutes of the meeting held on 17 March 2021 and reconvened on 23<sup>rd</sup> March 2021 and the meeting held on 23<sup>rd</sup> June 2021.

### 3. **Disclosure of Interest**

Members and co-opted Members of the Council are reminded that, in accordance with the Council's Code of Conduct and the statutory provisions of the Localism Act, they are required to consider **in advance of each meeting** whether they have a disclosable pecuniary interest (DPI), an other registrable interest (ORI) or a non-registrable interest (NRI) in relation to any matter on the agenda. If advice is needed, Members should contact the Monitoring Officer **in good time before the meeting**.

If any Member or co-opted Member of the Council identifies a DPI or ORI which they have not already registered on the Council's register of interests or which requires updating, they should complete the disclosure form which can be obtained from Democratic Services at any time, copies of which will be available at the meeting for return to the Monitoring Officer.

Members and co-opted Members are required to disclose any DPIs and ORIs at the meeting.

- Where the matter relates to a DPI they may not participate in any discussion or vote on the matter and must not stay in the meeting unless granted a dispensation.
- Where the matter relates to an ORI they may not vote on the matter unless granted a dispensation.
- Where a Member or co-opted Member has an NRI which directly relates to their financial interest or wellbeing, or that of a relative or close associate, they must disclose the interest at the meeting, may not take part in any discussion or vote on the matter and must not stay in the meeting unless granted a dispensation. Where a matter affects the NRI of a Member or co-opted Member, section 9 of Appendix B of the Code of Conduct sets out the test which must be applied by the Member to decide whether disclosure is required.

The Chair will invite Members to make their disclosure orally at the commencement of Agenda item 3, to be recorded in the minutes.

- 4. Urgent Business (if any)**  
To receive notice from the Chair of any business not on the Agenda which should, in the opinion of the Chair, by reason of special circumstances, be considered as a matter of urgency.
- 5. Senior Leadership Recruitment Campaign 2021/22 (Pages 19 - 42)**  
To consider the report of the Chief People Officer.
- 6. Update on the Implementation of the Organisational Redesign of Croydon Council (Pages 43 - 196)**  
To consider the report of the Chief Executive.
- 7. Formal Review of the Recruitment Policy (Pages 197 - 204)**  
To consider the report of the Chief People Officer.
- 8. Positive Action Talent Development Programmes (Pages 205 - 216)**  
To consider the report of the Chief People Officer.
- 9. Draft People and Cultural Transformation Strategy 2022-2025 (Pages 217 - 230)**  
To consider the report of the Chief People Officer.
- 10. Exclusion of the Press and Public**  
The following motion is to be moved and seconded where it is proposed to exclude the press and public from the remainder of a meeting:  
  
“That, under Section 100A(4) of the Local Government Act, 1972, the press and public be excluded from the meeting for the following items of business on the grounds that it involves the likely disclosure of exempt information falling within those paragraphs indicated in Part 1 of Schedule 12A of the Local Government Act 1972, as amended.”

## **PART B**

- 11. Minutes of previous meetings (Pages 231 - 240)**  
To approve the confidential minutes of the meeting held on 17 March 2021 and reconvened on 23<sup>rd</sup> March 2021 and the meeting held on 23<sup>rd</sup> June 2021.
- 12. Extension of the fixed-term contract for the Interim Director of Culture and Community Safety and extension of the agency**

**engagement of the Chief Digital Officer** (Pages 241 - 244)

To consider the report of the Chief People Officer.

**13. Chief People Officer - Market Supplement and Grade** (Pages 245 - 250)

To consider the report of the Chief Executive.

**14. Director of Commercial Investment - Market Supplement** (Pages 251 - 256)

To consider the report of the Chief Executive.

**15. Consideration of various recommendations placed before the Appointments Committee of 23 June 2021 - Matters pending the publication of the second Report in the Public Interest regarding the refurbishment of Fairfield Halls**

To consider the report of the Interim Monitoring Officer. *(To Follow)*

**16. Response to Formal Query from the External Auditor raised in regard to the settlement agreement with the former Chief Executive**

To consider the report of the Interim Monitoring Officer. *(To Follow)*

## Appointments Committee

Meeting held on Wednesday, 17 March 2021 at 11.30am and reconvened on 23 March 2021 at 2.00pm. The meeting was held remotely.

### PART A MINUTES

**Present:** Councillor Hamida Ali (Chair)  
Councillors Jason Cummings, Hale, King, Prince and Young

Katherine Kerswell, Interim Chief Executive  
Sally Robertson QC, Counsel to the Committee  
Asmat Hussain, Interim Executive Director of Resources and Deputy Monitoring Officer  
Sue Moorman, Director of Human Resources  
Stephen Rowan, Head of Democratic Services and Scrutiny  
Richard Penn, Author of the Independent Investigation report  
Ros Foster, External Legal Advisor to the Council Browne Jacobsen

### PART A

#### 1 Apologies for Absence

There were no apologies for absence.

#### 2 Disclosure of Interests

Members confirmed that their entries on the Council's register of interests were up to date and that they had no further disclosures to make.

#### 3 Urgent Business (if any)

There were no items of urgent business.

#### 4 Review of Temporary Chief Officer Cover Arrangements

Members considered the report of the Director of Human Resources that sought approval to delegate authority to the Interim Chief Executive to extend temporary cover arrangements for the following chief officer posts for a further period of up to six months:

- i) Executive Director of Children, Families and Education;
- ii) Assistant Chief Executive;
- iii) Director of Education;
- iv) Director of Commissioning and Procurement; and
- v) Director of Children's Improvement & Quality

The Committee heard that all of the above interim appointments had been made in September 2020 and were due to expire on 31 March 2021. The interim appointments had been made initially for a maximum of six months in accordance with the Council's Constitution.

The Committee was also asked to note the three-month extension of the agency placement cover for the Director of Housing and Social Investment.

Members heard that it had been anticipated that permanent appointments would have been made following the implementation of a revised management structure across the Council. However, while extensive consultation on a set of proposals for the reorganisation of the top three tiers of management had concluded on 31 January 2021, the restructure had to be paused due to other significant issues arising in regard to the Council's existing management arrangements.

Members heard that the recommendation to delegate authority to extend these interim appointments by up to six months would help provide stability and continuity in key roles within the council, both in regard to delivering important services and the Council's improvement plan including its challenging budget savings.

In response to a question, Members heard that the six-month extension for the Assistant Chief Executive post would be funded from the Council's transformation budget. The post was fully funded in future years in the management restructure proposals still to be formally considered and decided upon by members.

Members were also informed that, if the senior management restructure and permanent recruitment weren't completed within six months, a further report could be brought back to either Council or the Appointments Committee to seek approval to further extend the interim appointments. However, it was the intention to deliver the permanent recruitment within the next six-month period. Members also heard that, while a longer period could be requested at this stage, it was better for the council's governance to limit the extension to six months and for members to consider any reasons for further extension if necessary to do so later in the year.

Members also noted that there were no concerns regarding the performance of the temporary postholders and that any extensions to the contracts would be on the same terms as the initial six-month appointments.

**RESOLVED:**

- 1.1 That, in accordance with paragraph 3.3(1) of Part 4J (Staff Employment Procedure Rules) of the Constitution, the Committee agreed to delegate to the Head of Paid Service the decision whether or not to extend current temporary cover arrangements for the Chief Officer posts set out in recommendation 1.2 below for a further period of up to six months, pending the approval of the senior management

reorganisation and subsequent permanent recruitment processes via the Appointments Committee. The delegation to be subject to the usual notification requirements in paragraph 3.3.3 of Part 4J of the Constitution and notifying any extension of the temporary appointments to the next meeting of full Council.

1.2 The Committee noted that the chief officer roles in consideration were:

- i) Executive Director of Children, Families and Education;
- ii) Assistant Chief Executive;
- iii) Director of Education;
- iv) Director of Commissioning and Procurement; and
- v) Director of Children's Improvement & Quality

1.3 The Committee noted the three-month extension of the agency placement cover for the Director of Housing and Social Investment.

## **5 Independent Investigation in Response to the Report in the Public Interest**

Members considered a report that asked the Committee to receive the report of the independent investigation into corporate management actions, organisational systems and environment in response to the Report in the Public Interest ('the report of the independent investigation'). In receiving the report of the independent investigation, the Committee was further asked to assure itself that the methodology followed in the production of that report enabled the Committee to place reliance upon it in considering the recommendations detailed in the accompanying Part B report.

At the outset of the item, the Committee noted that there were both Part A and Part B recommendations and expressed a desire to consider as much of the report in Part A as possible. Members also noted that an additional Part B supplementary paper had been circulated prior to the meeting.

In introducing the Part A report, the Interim Chief Executive clarified the purpose of the report to the Committee and highlighted three points, namely: to recognise that it was necessary for the Committee to consider the report of the independent investigation for the limited purposes set out in this report only and that due to a number of ongoing confidential processes, the report of the independent investigation would not be publicly accessible at this time; to seek assurance on the methodology of the report of the independent investigation and, while extensions had been granted to two individuals named in the report to complete a factual accuracy check, this did not prevent the Committee from considering the methodology followed; and to consider the suggested lines of enquiry listed at para 4.12 of the covering report.

The Committee heard that the investigation into senior management actions had been commissioned in response to the Report in the Public Interest (RIPI) issued by the Council's external auditors, Grant Thornton. That RIPI had

detailed significant issues relating to the Council's financial position, its financial governance and its overall effectiveness as an organisation.

The independent investigation had been commissioned by the Interim Chief Executive to gain an understanding into how the Council had reached the situation identified in the RIPI and, if any concerns were identified, then due consideration would be given to whether any action would need to be taken under the relevant processes. This action had been noted by the Council at its extraordinary meeting on 19<sup>th</sup> November 2020.

The Council had subsequently committed itself to delivering a comprehensive improvement plan as part of its bid for a capitalisation direction from the Ministry of Housing, Communities and Local Government (MHCLG). The Council was required to deliver that wide reaching plan as part of the conditions made by MHCLG when it approved the capitalisation direction. Understanding how the Council had arrived in the position described in the RIPI was essential to ensure that the improvement plan contained the necessary actions so that the Council could avoid finding itself in a similar situation in the future.

Members were further informed that the RIPI had been followed by a Non-Statutory Rapid Review of the Council by MHCLG and a Strategic Review of the Council's Companies and Other Entities commissioned by the Council. The reports of both of these reviews had echoed many of the findings of the RIPI. The Council had also issued two section 114 notices as it was unable to balance its expenditure in-year without external support. A Value for Money review was being undertaken by the Council's external auditors on the refurbishment of the Fairfield Halls and that review was expected to report its findings shortly.

One of the dominant questions facing the Council was how had Croydon got into the situation that it was in and was the only Council to do so when all local authorities had faced the extended period of austerity and the pandemic? The Housing, Communities and Local Government Select Committee had invited the Leader of the Council, the Interim Chief Executive, the Interim Director of Finance and the Council's external auditor to attend one of its meetings to discuss this specific question. The Committee heard that building a clear understanding of how Croydon had got into the situation identified in the RIPI and other external assessments was essential to both understand what needed to be improved and to demonstrate to staff that a new culture of accountability and delivery was in place.

Members further heard that all those interviewed in the independent investigation were given clear directions that the investigation was to seek understanding, and that if concerns came to light they would be given full consideration under the relevant process. This was also described in the terms of reference for the investigation.

The Interim Chief Executive further highlighted to the Committee that the report of the independent investigation did not express the Council's formal



views and opinions. Rather the report set out information that had already been published and detailed the genuinely held personal and professional opinions of the broad range of individuals that had been interviewed.

The interim Executive Director of Resources and Deputy Monitoring Officer informed the Committee that the Council had received three late pieces of correspondence from current and former employees in relation to the report of the independent investigation and that the late correspondence would be shared with Members in the Part B section of the meeting.

Counsel to the Committee advised Members on the tasks that it had to consider at the meeting. The task facing Members in the Part A section of the meeting was limited to receiving the report and to formally check the process that had been followed to produce the report. Members were advised that all interviewees had been given an opportunity to confirm the written record of their interview and only those confirmed notes were used.

The interim Executive Director of Resources and Deputy Monitoring Officer reaffirmed that all Members on the Committee had confirmed that, following consideration, they did not have a conflict of interest that would prevent them from considering this item.

At this stage the Committee invited the independent investigator, Richard Penn, to explain the methodology that he had followed in undertaking his investigation and in writing the final report.

The independent investigator emphasised his independence to the Committee, confirming that he had no current or historic ties to the borough, did not know any of its current elected Members or officers, save for the Interim Chief Executive, who he had encountered on occasion during their long careers in local government.

The independent investigator also emphasised his long track record in undertaking such investigations and informed Members that he had been doing so for over twenty years. This had included investigations for a wide range of public sector organisations and included Local Authorities, Government Departments, NHS bodies and Magistrates bodies.

While many investigations focused on specific allegations against individuals, the independent investigator had also undertaken several broader investigations of similar nature to the investigation he was commissioned to undertake in Croydon. In all such cases, the independent investigator had been expected to include in his report back any concerns in relation to individuals that needed to be considered under separate processes, whether those individuals were elected members or officers. That requirement was explicit in the terms of reference for the investigation in Croydon and the independent investigator took great care to ensure that all those persons that he met with were aware of the potential for other processes to follow on as a corollary of the independent investigation, though that would be a decision for the council.

Members further heard that one of the challenges of producing the report had been the commitment to anonymity and confidentiality where it had been requested. The report sought to give an indication of where all views had come from, such as from a former Cabinet Member or from an ex-employee. The final report set out the views and comments of a wide range of interviewees, and those views and comments were set in the context of a series of public reports that had described the Council's failures.

Work on the investigation and report had begun at the end of November or early December 2020, in a context of many Members, staff, residents and others holding concerns that the investigation and report could be a 'cover up' and that those Members and officers primarily responsible for the Council's failings would not be held to account.

Set against this wider context, the investigation and report had been conducted to ensure that it was credible, independent, respected anonymity while addressing both the terms of reference and the specific concerns raised by those involved.

The Independent Investigator had received one challenge that the report had not drawn on all of the relevant documentation that it was required to. Members heard that this was not the case and that all relevant documents that had formed part of the considerations of the findings in the report were listed in full in the appendices.

The Independent Investigator also described the process by which individuals had come to be interviewed. Some interviewees such as members of the executive leadership team and the Cabinet had been obvious to be approached to be interviewed. Names were suggested by those who were being called for interview and an offer via the interim chief executive's weekly message via email and on the intranet had also been made by the Council to any member of staff to contact the Independent Investigator if they wished to be interviewed. These steps resulted in more than 60 people being interviewed. Every person that put themselves forward was interviewed without exception.

The Council had also taken steps to ensure that people could put themselves forward to be interviewed without fear of recrimination. This was one of the key reasons why the investigation and the report sought to ensure that contributions were anonymised as far as possible.

In questioning, Members heard that the Independent Investigator had originally been an economist by training and had been a Chief Executive of a number of large local authorities. He had a strong working knowledge of both local government and of employment law. The Investigator also had access to legal advice through the Council if it was required.

The Committee also heard that the terms of reference for any investigation would be based upon whatever incident or events took place that required

investigating. In Croydon's case, the prompting event had been the Report in the Public Interest and the finding that there had been 'collective corporate blindness'. The terms of reference had on that basis sought to identify why that had been the case.

In response to a question, the Committee also heard that the Independent Investigator had never faced an allegation that he had either strayed beyond or not complied with the terms of reference of an investigation that he had undertaken. There had been occasions where during an investigation it had been necessary to request that the commissioning body considered redefining their terms of reference which did not include areas that were being uncovered during an investigation. This had not been the case during the investigation in Croydon, where the Independent Investigator had been satisfied that he had complied with the broad terms of reference.

The Committee also heard that the Independent Investigator had a body of experience of undertaking investigations that were focused at an organisational level rather than solely on individual conduct. This included a recent review of organisational culture at the States of Jersey and one at another London Borough focussed on the operational culture of the senior officer team.

Members also heard that the report aimed to be clear in describing how the Council had found itself in the position described in the RIPI, and set out those findings in separate themes, such as the Executive Leadership Team, the Cabinet, the culture of the council and so on. The report also described the factual steps that had been taken by the Interim Chief Executive and others to change the culture of the organisation to ensure that the Council did not find itself in a similar position again in the future.

During the investigation, the Independent Investigator had been cognisant that the report may lead to further investigations being required in relation to individuals under relevant formal processes. This had been kept in mind throughout the investigation so that any subsequent recommendations to the Council to give serious consideration to taking such actions were made with both confidence and relevant evidence.

The Committee further heard that the Independent Investigator had been impressed when he had heard that the Interim Chief Executive had expressed her commitment to take whatever steps and actions were necessary to demonstrate that the Council had changed. The interviews that the Investigator had taken had undertaken with the Interim Chief Executive, the Leader of the Council and other senior officers had demonstrated to the Investigator that there was a yearning at the Council to become an organisation that had learning and accountability at the heart of its culture and to put right the failures that had been identified.

In response to a question, Members heard that the methodology used by the Independent Investigator varied between investigations based on the specific circumstances. However, the Independent Investigator would always seek to

give a strong focus to demonstrating his neutrality and independence in any investigation, as well as ensuring that any person with a legitimate contribution to make to an investigation was always given the chance to do so if they wanted to.

The Independent Investigator also informed the Committee that he would have ordinarily have preferred to have met interviewees in person, but that this had not been possible due to the COVID 19 restrictions that had been in place. However, this had not compromised the investigation nor the investigator's understanding of the points being raised during interviews. The production of draft notes for interviewees to amend and redraft had further ensured that the Independent Investigator had not misunderstood any points that had been raised. Interviewees were also given the opportunity to provide additional and further information through this process and this opportunity had been taken up by a number of interviewees during the investigation.

The Committee was further informed that the process for each interview started with an explanation from the Independent Investigator of who he was, his background and the introductory text included at appendix three to the report. The Independent Investigator would then not rely on set questions, but rather let the interview flow while using prompts. At the start of the interviews, the Independent Investigator was very dependent upon the terms of reference and other written documentation to guide interviews. However, as interviews were undertaken, the information provided helped to develop the Independent Investigator's knowledge and understanding of what had taken place in Croydon and helped to inform lines of questioning in subsequent interviews. As there had been over 60 people interviewed, it had not been possible to go back to every interviewee to ensure that they had all been asked the same questions. However, where the Independent Investigator had felt that contributions from interviewees had been of significant importance, he had returned to early interviewees to test if those contributions were correct or true.

The Independent Investigator had identified themes for the investigation based on both the findings of the RIPI, his underpinning knowledge of how local government works, and his experience of previous investigations focussed at an organisational level.

Members also heard that the Independent Investigator hadn't sought to edit contributions from interviewees, save to anonymise them. Elements from interviews were then gathered into the themes of the report. There had been no 'cherry-picking' of contributions and almost everything that had been raised in interviews which had been signed off had been included in the draft report.

The Committee also heard that in relation to one of the outcomes described in the terms of reference, namely "to demonstrate the seriousness of the Council's intent to establish a new organisational culture that has learning and accountability at its heart", the measures of success would be in the future.

The theme around culture in the report sought to set out how serious the cultural issues in the organisation had been and that the actions being proposed in relation to the reorganisation of the Council were, in the Independent Investigator's assessment, designed to support the delivery of the above outcome.

Members noted that the report contained a triangulation of the views and opinions of those persons interviewed and questioned if there was a conflict between those subjective views and the raising of concerns against individuals. The Independent Investigator informed the Committee that the opinions and conclusions from both the interviewees and written documentation would always need to be tested in a proper process where it related to action against individuals. The report in front of the Committee described how the Council had got to the position described in the RIPI and also that it was clear that there were also concerns that needed to be tested in the proper processes.

The Committee also heard that the report was balanced and drew equally on written evidence as it did the views and opinions expressed during interviews. A number of written documents were provided to the Independent Investigator at the outset of the investigation and more were requested by him during its course. The full list of documents considered were listed in an appendix to the investigation report. The Independent Investigator had been provided with a copy of every document that he had requested and had encountered no difficulties in receiving them.

In seeking assurance that there were opportunities for all officers and Members to participate in the investigation, the Committee heard that every person suggested to be interviewed was approached and that every person that requested an interview was interviewed.

The Committee sought clarification that all persons interviewed could do so 'without fear of recrimination' for being interviewed, rather than any form of 'amnesty' being offered for the actions, inactions and decisions that led to the council's failures. The Independent Investigator confirmed that this was the case and that around ten of the 64 persons interviewed had asked that their contributions be anonymised. The Interim Chief Executive further informed the Committee that in the autumn of 2020 there had been a real anxiety amongst staff around speaking freely and a fear of being subsequently bullied or targeted. The commitments around anonymity for those participating in the investigation had been raised with the executive leadership team when they had been consulted on the terms of reference. The invite letters sent to the initial 31 people identified for interview had included the original brief for the investigation and had then been subsequently sent the full terms of reference. All other interviewees were sent just the terms of reference and these were also published on the council's intranet site for all staff.

The Committee was also informed that approximately 20% of interviewees sought to make substantive changes to the record of their interview, both in terms of wishing to remove comments or to add comments. There were also

around 10-12 interviewees that added additional information through the process of agreeing the record of their interview that had not been covered in their meeting with the Independent Investigator. The process of agreeing the records of each individual's evidence was designed to both make sure that it was accurate and also a reflection of what they would be prepared to say on the record if their evidence was needed for other formal processes. None of the interviews had been video or audio recorded by the Independent Investigator. It was understood that one interviewee had recorded their interview without the knowledge or agreement of the Independent Investigator.

The Committee also heard that every interview that was used had an agreed and signed record of the interview.

The Independent Investigator also confirmed that he had received no external pressure or influence on his investigation or report. The Independent Investigator had worked with the Interim Chief Executive at the start of the process to identify the initial list of documents and interviewees, and also to finalise the terms of reference to include the provisions around anonymity, but there had been no other external influences beyond that. At no point in the process did the Independent Investigator feel that his independence and neutrality was being compromised or was at risk of being compromised.

Members further heard that the process of seeking legal commentary on the report had not introduced any substantive changes to the conclusions and recommendations that the Independent Investigator had reached. This point was confirmed by the external legal advisor to the Chief Executive, Ros Foster.

The Committee agreed to consider the Part B aspects of the report before returning to Part A to formally consider the Part A recommendations.

## **6 Exclusion of the Press and Public**

The following motion was proposed by Councillor Young, seconded by Councillor King and agreed by the Committee to exclude the press and public for the remainder of the meeting.

“That, under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that it involves the likely disclosure of exempt information falling within paragraphs 1 and 2 as indicated in Part 1 of Schedule 12A of the Local Government Act 1972, as amended”.

## **7 Independent Investigation in Response to the Report in the Public Interest**

*Please note that a confidential minute has been produced for this agenda item.*

At 3.35pm the Committee returned to Part A and agreed to adjourn the meeting until 23 March 2021.

The meeting reconvened at 2pm on 23 March 2021. Attendance at the meeting was unchanged from 17 March 2021, save for the addition of an officer in attendance, namely Richard Barlow, who was also an external legal advisor to the Council and was attending in place of Ros Foster.

## **5 Independent Investigation in Response to the Report in the Public Interest, continued**

The Chair summarised the Committee's earlier deliberations in regard to agenda item 5, Independent Investigation in Response to the Report in the Public Interest, and the corresponding Part B item.

The Chair also confirmed that the Committee had been circulated a supplementary Part A paper in relation to agenda item 5, a second supplementary paper in relation to the corresponding Part B item and three further Part B appendices.

The Interim Chief Executive clarified that there were a number of aspects for the Committee to consider in relation to the report of the independent investigation. The first was to satisfy itself that the methodology of the report was sound and a fair and proper process. The Committee would also hear the feedback from the Independent Investigator in relation to the fact checking process that had been underway in relation to the report of his investigation and would be asked to consider additional submissions received from those involved in the fact checking process. The Committee would be required to give full consideration to the legal, financial and risk paragraphs of both the Part A and Part B reports. Finally, the Committee would be asked to give consideration to both the Part A and Part B recommendations.

The Interim Chief Executive further drew the Committee's attention to the importance of the other reports that had been published in relation to the Council's recent failings, and explained that the report of the independent investigation should be considered in the context of the wider body of reports into the Council's failings.

Before returning to the consideration of the methodology of independent investigation, the Interim Chief Executive explained her rationale for commissioning that investigation.

Members heard that the receipt of a Report in the Public Interest from external auditors would ordinarily be enough to commence formal processes against Members or Officers. However, in light of the seriousness of the Council's failings, the Interim Chief Executive commissioned the Independent Investigation in order to gain a more detailed understanding of how the Council had reached the position that it was in. The investigation was an additional step that had also been taken in recognition of the seriousness of the Council's situation, the seniority of the individuals involved and to support the Council's commitment to developing an improvement plan.

The Committee was also advised that the report of the independent investigation would look and read differently in its construction to a disciplinary report, as it had been drafted to help develop an understanding of how the Council reached the position that it found itself in, by listening to as many people as chose to participate in the review.

A Member informed the Committee that they had received correspondence directly from a third party in relation to this agenda item and sought clarity on whether or not they could ask questions on it. The Committee was advised that they should focus only on the information that had formally shared with them by the Council and also noted that it was anticipated that further correspondence would be circulated to them in the Part B session in relation to this item.

In response to a question, the Independent Investigator informed the Committee that he stood by his responses in the earlier session of the Committee meeting and that there were points that had come out of the Maxwellisation process subsequently that he would speak to in the Part B session of the meeting.

A Member of the Committee expressed concern regarding information being supplied by third parties directly to the Council and sought clarity on how direct contact should be dealt with. The Committee heard from the Interim Executive Director of Resources and Deputy Monitoring Officer that any information received should be referred to her in the first instance for consideration and that any information not received through the proper Council process should be disregarded. The Interim Executive Director of Resources and Deputy Monitoring Officer also agreed to advise Members following the meeting on the difference between the consideration of the proper business before a Committee and how Members should treat lobbying by external parties.

## **6 Exclusion of the Press and Public**

The following motion was proposed by Councillor Young, seconded by Councillor Prince and agreed by the Committee to exclude the press and public for the remainder of the meeting.



“That, under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that it involves the likely disclosure of exempt information falling within paragraphs 1 and 2 as indicated in Part 1 of Schedule 12A of the Local Government Act 1972, as amended”.

## **7 Independent Investigation in Response to the Report in the Public Interest Continued**

*Please note that a confidential minute has been produced for this agenda item.*

At 4.28pm, the Committee returned to Part A and agreed to adjourn the meeting until 6.30pm that evening.

At 6.30pm the Committee resumed and immediately agreed to adjourn. The meeting subsequently resumed at 7.46pm.

## **6 Exclusion of the Press and Public**

The following motion was proposed by Councillor Young, seconded by Councillor Prince and agreed by the Committee to exclude the press and public for the remainder of the meeting.

“That, under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that it involves the likely disclosure of exempt information falling within paragraphs 1 and 2 as indicated in Part 1 of Schedule 12A of the Local Government Act 1972, as amended”.

## **7 Independent Investigation in Response to the Report in the Public Interest Continued**

*Please note that a confidential minute has been produced for this agenda item.*

At 10.23pm, the Committee agreed to return to the Part A agenda to conclude consideration of the recommendations in relation to Agenda Item 5.

## **5 Independent Investigation in Response to the Report in the Public Interest continued**

The Committee returned to consideration of the updated recommendations in the report and

**RESOLVED:**

- 1.1 That the report of the independent investigation into corporate management actions, organisational systems and environment, commissioned in response to the Report in the Public Interest be received;
- 1.2 That the Committee's assurance of the processes followed in the production of the report was confirmed;
- 1.3 That the further recommendations detailed in the accompanying Part B report, as amended, were agreed as detailed in the accompanying Part B minutes;
- 1.4 That the necessity for the members of the Committee to consider the report of the independent investigation for the limited purposes set out in this report only was recognised and that, in view of the ongoing confidentiality of the report of the independent investigation pending the outcome of any and all individual processes, the report of the independent investigation shall not, at this time, be made publicly accessible;
- 1.5 That an executive summary of the report be produced, that will enable the lessons learned and the understanding of how the council has reached this position to be shared. In taking this decision, the committee also confirmed its aspiration to publish the report in full; and
- 1.6 That the commitment to publish the Investigation Report be brought back to a future meeting of the Committee for consideration following the conclusion of all the Council's related confidential processes.

The meeting concluded at 10.36pm

<b>REPORT TO:</b>	<b>Appointments Committee</b> 27 April 2022
<b>SUBJECT:</b>	<b>Senior Leadership Recruitment Campaign 2021/22</b>
<b>LEAD OFFICER:</b>	Dean Shoesmith, Chief People Officer
<b>CABINET MEMBER:</b>	Cllr Callton Young Cabinet Member for Resources & Financial Governance
<b>WARDS:</b>	All
<b>PUBLIC/EXEMPT:</b>	Public

**SUMMARY OF REPORT:**

**This report provides a review of the methodology and work undertaken to ensure a diverse and inclusive, high calibre recruitment campaign outcome.**

**The report provides a status update of the appointments made and the equalities breakdown of candidates and those appointed and puts in place the new structure covered in the separate Organisational Redesign report for the Appointments Committee**

**COUNCIL PRIORITIES 2020-2024**

*Include here a brief statement on how the recommendations address one or more of the Council's priorities:*

- *The appointment of senior managers will support the council to ensure we will live within our means, balance the books and provide value for money for our residents*
- *With the emphasis on recruiting to satisfy equality, diversity and inclusion goals, this will help support the council's focus on tackling ingrained inequality and poverty in the borough*

**FINANCIAL IMPACT:**

There are no specific financial implications arising from this report and costs of recruitment have been met from within existing budgets. The appointment of permanent senior staff has helped to reduce the council's executive interim agency costs

**RECOMMENDATIONS:**

To note the report, the inclusive methodologies used, and the outcomes achieved following the senior leadership recruitment campaign.

## 1. DETAILS

### 1.1. Background

1.1.1. The Council agreed a new senior staffing structure which was implemented on 1 November 2021, applying the provisions of the council's restructure and reorganisation procedure. Senior staff were assimilated and matched by ring fencing interviews into roles in the new senior structure, with appeal rights duly observed. Following this, plans were put in place to recruit to nine vacant roles, as set out in the table below. The council completed a competitive tendering process with three potential providers to appoint an executive search agent. The contract was awarded to Penna who best met the contract requirements in terms of quality and cost, including the approach to equality, diversity and inclusion.

1.1.2. In accordance with the council's recruitment policy and equality, diversity and inclusion best practice, the council committed to ensuring diverse selection panels for all appointments, including for stakeholder panels and final interview panels.

1.1.3. The appointment of the Chief Executive recruitment process had been previously completed with the final panel on 25 May 2021. The executive search agent appointed to support the council with the recruitment campaign was Gatenby Sanderson. A fully open, competitive process was completed in accordance with the council's recruitment policy with full consideration of equality, diversity and inclusion. The candidates met cross-party panels as well as members of the Local Strategic Partnership prior to final Appointments Committee members interview panel.

1.1.4. Recruitment advertising went live on 4 November 2021 and closed on 28<sup>th</sup> November 2021 for the Corporate Directors and the Chief People Officer, and Wednesday 8 December 2021 for the Director roles shown in the table below.

1.1.2 To ensure a high impact, diverse approach, advertising included: -

- MJ – Print and online
- Twitter
- Linked In
- Diversity Programmatic
- Croydon.gov internal and external jobsites
- Penna.com jobsite

Feedback was sought from the council's Race Equality Network in terms of other diverse advertising sites and this was factored into the campaign

1.1.3 During this time, 993 candidates were engaged in conversation for nine posts,

## Non-Executive Template

via Penna the council's appointed executive search agent. In overall terms the response was positive, with the opportunity to update potential candidates on the Croydon's improvement welcomed by the candidate market, with many behind in their knowledge of the Council's financial and governance situation since 2020 headlines. The significant progress, honesty and transparency set out in the campaign and in subsequent follow up calls with Penna and the Chief Executive assured and motivated candidates to submit applications.

- 1.1.4. In all, 95 applications were submitted across the nine roles advertised. Details of the diversity of the 95 candidates across the whole campaign are shown in Appendix 1.

<b>Job role</b>	<b>Initial expressions of interest</b>	<b>Number of applications submitted</b>
Corporate Director Adult Social Care and Health (DASS)	182	5
Corporate Director Housing	100	17
Corporate Director Resources (S151 Officer)	105	7
Corporate Director Sustainable Communities, Regeneration & Economic Recovery	102	14
Corporate Director Children, Young People and Education (DCS)	164	9
Director of Finance (Deputy S151 Officer)	110	15
Director of Legal Services (Monitoring Officer)	90	5
Director of Commercial Investment	98	20
Chief People Officer	42	8

## **1.2 Focus on diversity and inclusion**

- 1.2.1. Penna's Lead for Diversity and Inclusion completed preparatory work on the roles to deliver best practice approaches and to ensure all areas of the recruitment programme are supportive of diversity and inclusion. The council's commitment in the Equality Strategy to recruiting a representative workforce to reflect the borough's population at all levels was an essential focus of the campaign design. The most recent workforce data reports shows that whilst the council is generally representative of the overall borough population, this is not the case at senior management levels, especially Black Asian and Minority Ethnic employees.
- 1.2.2 Job inclusion reviews were completed on the core job descriptions and person specifications to ensure that all foundation documentation met best practice and removed unconscious bias.
- 1.2.3 Executive search activity was targeted at underrepresented staff groups to ensure positive action was lawfully and appropriately applied, with a focus on attracting potential underrepresented candidates from top tier local government and wider public sector organisations
- 1.2.4 The search and supporting communications through social media were used to target passive candidates (people not actively applying for a new role) using data from trusted social media partners that focused on prospective candidates from under-represented groups for the Croydon leadership team.
- 1.2.5 Advertising in the MJ, both in print and online, reached a wide and diverse audience across local government and the roles were promoted on both Penna.com and Croydon.gov websites
- 1.2.6 Re-targeting potential candidates that had shown an interest in the advertising but had not applied to ensure that candidates who were unsure about applying had opportunity to talk directly to Penna, or the Council, to answer any questions and to promote the council positively.
- 1.2.7 Advertising messaging was developed to ensure that visuals, messages, explicit and implicit, were encouraging and welcoming of equality and diversity in candidates
- 1.2.8 The microsite landing page clearly promoted the Council's equalities statements and commitments and through the copy in all the job descriptions and creative artwork we have been openly supportive of diversity
- 1.2.9 The initial application assessment and longlisting was carried out using appropriately redacted applications
- 1.2.10 For the full diversity breakdown across all roles and stages of the recruitment process please see appendix 1.

### 1.3 Adopting an inclusive, best practice, assessment approach

- 1.3.1. This section of the report set out the measures taken by the council to ensure a rigorous and inclusive approach was taken to the assessment of the candidates.
- 1.3.2. Initial longlisting meetings took place between the Council and Penna to screen the candidates and progress those suitable to the next stages of a technical assessment interview with Penna and a suitably qualified external independent expert. In all, nine external assessors supported the assessment of the technical competence of candidates and the composition of the technical assessors was 50% were from a Black, Asian and Minority background, and 70% were female

The details of the technical assessors are set out below.

- Director of Adults and Health, LB Haringey
- Chief Executive, St Mungo's
- CEO, CIPFA
- Executive Director of Place, RB Kingston
- Director of HR&OD, LB Harrow
- Strategic Director of Finance and Governance, LB H&F
- Chief Executive, RB Kingston
- Interim Finance Consultant, Luton BC
- Director of Law & Governance (Monitoring Officer), LB Southwark

- 1.3.3 Full candidate reports were produced as a result of the technical assessment to enable further screening at shortlisting.
- 1.3.4 The Appointments Committee convened to conduct short-listing in December 2021 and February 2022. Applications were redacted to ensure equality, diversity and inclusion best practice and candidate anonymity.
- 1.3.5 Candidates that were successfully shortlisted then went on to meet with appropriate Stakeholder Panels made up from a number of internal and external partners. In total 124 stakeholders participated in the candidate assessment process, and included:

• Elected Members	18
• Partners panels	14
• Tenants and Leaseholders	8
• Head teachers and Pupils	4 Headteachers and 5 pupils
• Staff	37
• Trade unions	2
• Directors/Heads of Service	36
<b>Grand total</b>	<b>124</b>

- 1.3.6. Shortlisted candidates participated in 1:1 interviews with Katherine Kerswell, Chief Executive and with Jane West, Corporate Director Resources (S151 Officer) for the roles of Director of Legal (Monitoring Officer) and Director of Finance (Deputy S151 Officer).
- 1.3.7 Candidates also undertook a number of psychometric assessments that contributed to the overall candidate profiles presented to the Appointments committee.
- 1.3.8 The Appointments Committee was trained by the Local Government Association and council officers in advance of the selection process with a particular focus on equality and diversity good practice. The Appointments Committee held final interviews January- March 2022, and as part of the final interview process candidates delivered presentations on topics relevant to the role and questions relating to EDI were consistently asked of all candidates at all interviews
- 1.3.9 The Council has successfully appointed to all the roles with the exception of the Corporate Director Children, Young People & Education (DCS) and Director of Finance (Deputy 151 Officer). A talent programme has been developed and implemented for senior staff in the Children, Young People & Education directorate, see 1.4 below
- 1.3.10 With regard to the Corporate Director of Children, Young People and Education vacancy, it was agreed that after giving careful consideration to the feedback from the stakeholder panels and taking into account the overall candidate profiles that a different field was required and that we would go back out at a later date
- 1.3.11 Director of Finance – two candidates were interviewed but neither were appointed. The role will be re-advertised post May elections.

#### **1.4 Talent development programme for senior staff in the Children, Young People and Education Directorate**

- 1.4.1 As agreed by the Appointments Committee, officers have developed and commenced the implementation of a talent development programme for the role, seeking to develop internal directors' capabilities to operate at corporate director level.
- 1.4.2. Personal Development Plans have been designed for each of the three Directors with mentoring arrangements in place for each to supplement the planning.
- 1.4.3. Shadowing opportunities are being arranged for each with 'Good' London boroughs and two tough shire counties, Surrey and West Sussex



## Non-Executive Template

- 1.4.4 Sessions with Eleanor Brazil, in her role as Chair of the Children's Services Improvement Board, and her contacts in the National Safeguarding Panel will also be arranged
- 1.4.5 The development will include the social work development of the Integrated Care System to include sub-regional participation with fellow DCS postholders
- 1.4.6 They will be encouraged to complete the ADCS Aspirant programme (one director has completed and another starts in September 2022)
- 1.4.7 There will be engagement in ADCS and ALDCS subgroups for workforce and education
- 1.4.8 Each Director has a personally tailored programme which will be supplemented by opportunities 'in house' including more active involvement in the political environments.
- 1.4.9 A combination of this internal talent development programme together with re-entering the employment market in nine-twelve months' time aims to ensure the council is well placed to appoint to what is a very scarce senior leadership role.

## 1.5 Appointment outcomes

1.5.1 The appointment outcomes are provided in the table below.

.

<b>Role</b>	<b>Candidate</b>	<b>Appointment date</b>
Corporate Director of Adult Social Care & Health (DASS)	Annette McPartland	19 January 2022
Corporate Director Children, Young People & Education (DCS)	No appointment made – see 1.4 above	Not applicable
Corporate Director Resources (S151 Officer)	Jane West	3 March 2022
Corporate Director Housing	Susmita Sen	18 May 2022
Corporate Director Sustainable Communities, Regeneration & Economic Recovery	Nick Hibberd	11 April 2022
Chief People Officer	Dean Shoesmith	1 February 2022

## Non-Executive Template

Director of Commercial Investment	Peter Mitchell	1 March 2022
Director of Legal Services (Monitoring Officer)	Stephen Lawrence-Orumwense	1 July 2022
Director of Finance (Deputy S151 Officer)	No appointment made – to be recruited post May elections	Not applicable

1.5.2. The role of Assistant Chief Executive is filled on an assimilation basis however, the post holder has not taken up office yet due to other HR processes being underway. In the meantime, the role is filled on an interim basis to ensure sufficient senior leadership capacity is in place.

## **2 CONSULTATION**

2.4 The recruitment campaign and assessment and selection process included wide-ranging stakeholder consultation and participation, see 1.3.2. and 1.3.5 above

## **3 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS**

### **3.4 Revenue and Capital consequences of report recommendations**

3.4.1 All costs have been met within existing budgets and the permanent appointment of these senior roles has helped to reduce agency day rate costs.

Approved by: Matt Davis for Director of Finance

## **4 LEGAL CONSIDERATIONS**

The Head of Legal comments on behalf of the interim Director of Legal Services that:

4.1 Under the Local Government Act 1972 section 112 the Council may generally, appoint whatever officers it considers necessary for the proper discharge of its duties. However, there are certain statutory appointments which must be made. In particular there is a requirement to appoint a Head of Paid Service who is responsible for preparing reports on the way the local authority's staff is organised, on the authority's staffing needs and on the co-ordination of the way in which the authority's functions are discharged and a Monitoring Officer to check on the correctness and propriety of the Council's

decisions under the Local Government Act 1989 sections 4 and 5. In addition the Council must secure that one of its officers is responsible for the administration of financial affairs under the Local Government Act 1972 section 151. There are also requirements in legislation for the appointment of a Director of Children's Services and a Director of Adult Social Care which this report complies with.

- 14.2 The terms of reference of the Appointments Committee (Appointments and Disciplinary Committee from the start of the new municipal year) have, in Part 3 of the Constitution - Responsibility for Functions been updated to provide authority to interview and recommend to full Council the appointment of Corporate Directors, the Chief Executive and other senior officers as defined in the Employment Procedure Rules at Part 4J. Separately, the Staff Employment Procedure Rules sets out procedures to be followed for the appointment of Chief Officers, declarations which must be made by candidates and a notification process to ensure that the Leader (the elected Mayor following the elections in May) and any other Executive Members has no objections to the offer of appointment which must occur before an offer of appointment can be made to him/her.
- 14.3 Approval of salary packages is currently a matter for the Appointments Committee over a specified threshold under Part 3 of the Constitution - Responsibility for Functions (from the start of the new municipal year the Appointments and Disciplinary Committee).

*Approved by:* Sandra Herbert Head of Litigation and Corporate Law for and on behalf of the Director of Legal Services and Deputy Monitoring Officer.

## **5 HUMAN RESOURCES IMPACT**

5.4 The HR impact is covered in the main body of the report

5.5 Approved by: Dean Shoesmith, Chief People Officer

## **6 EQUALITIES IMPACT**

6.4 The equalities impact is addressed in the main body of the report and in the details included in Appendix 1

6.5 Approved by: Dean Shoesmith, Chief People Officer

## **7 DATA PROTECTION IMPLICATIONS**

### **7.4 WILL THE SUBJECT OF THE REPORT INVOLVE THE PROCESSING OF 'PERSONAL DATA'?**

7.4.1. The recommendations contained within this report will not directly involve the processing of data

Approved by: Dean Shoesmith, Chief People Officer

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**CONTACT OFFICER:** *Dean Shoesmith, Chief People Officer,*  
[dean.shoesmith@croydon.gov.uk](mailto:dean.shoesmith@croydon.gov.uk)

### **APPENDICES TO THIS REPORT**

*Appendix 1 - protected characteristic equalities information*

**BACKGROUND DOCUMENTS:** *None*

# COMBINED DIVERSITY STATISTICS

## Senior Recruitment Campaign

Prepared for Croydon Council

March 2022

## Contents

<b>Diversity Statistics for all applications</b>	<b>Pages 3 to 5</b>
<b>Diversity Statistics for longlisted applications</b>	<b>Pages 6 to 8</b>
<b>Diversity Statistics for shortlisted applications</b>	<b>Pages 9 to 11</b>
<b>Diversity Statistics for placed applications</b>	<b>Pages 12 to 14</b>

### **Senior Recruitment Campaign – roles as below:**

- Chief People Officer
- Corporate Director of Adult Social Care & Health (DASS)
- Corporate Director of Housing
- Corporate Director of Resources (S151)
- Corporate Director of Sustainable Communities, Regeneration and Economic Recovery
- Corporate Director of Children, Young People & Education (DCS)
- Director of Commercial Investment
- Director of Legal Services (MO)
- Director of Finance (Deputy S151)

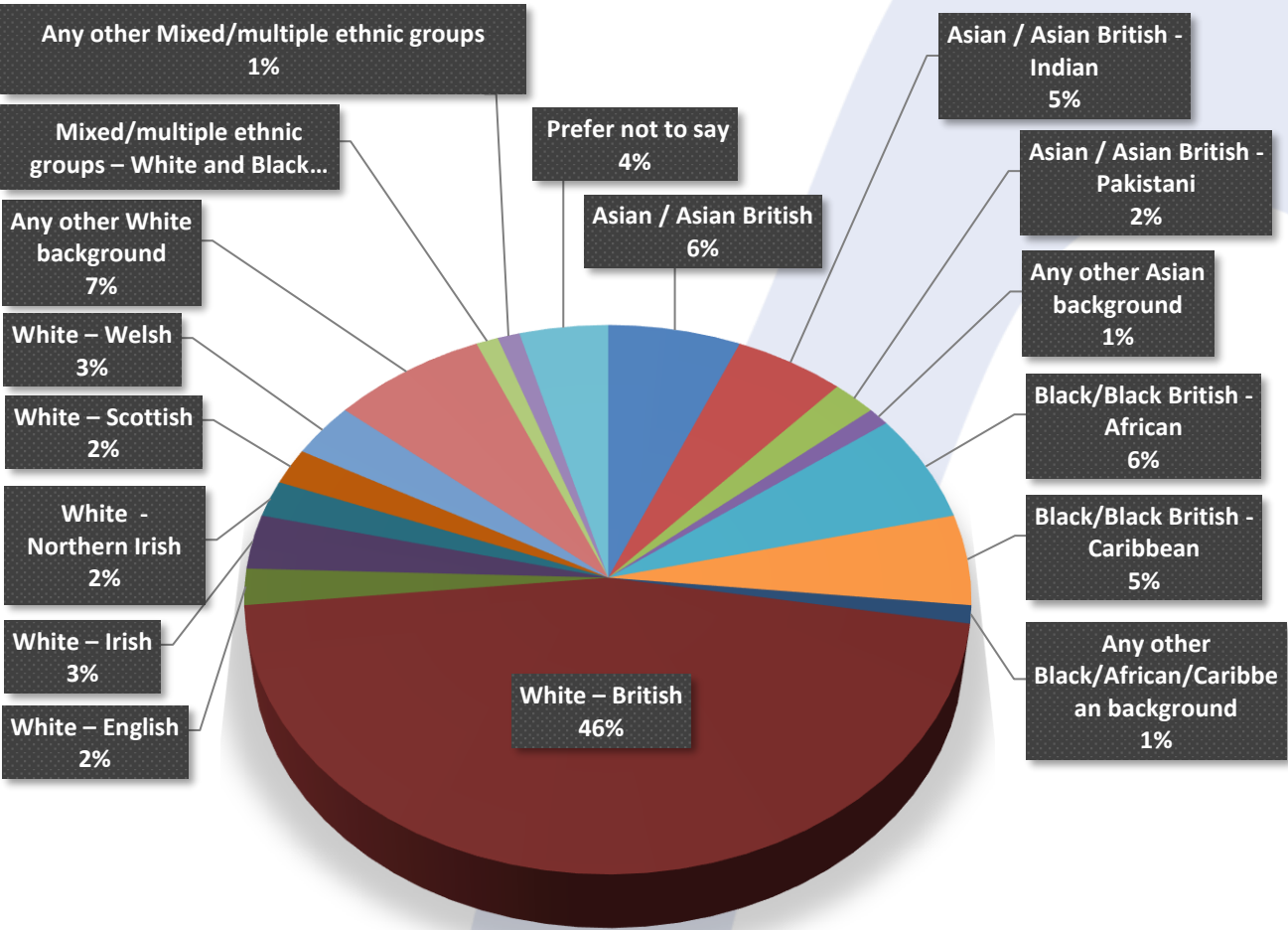
During our recruitment process, we collect and use information about candidates to make available our services and maintain our relationships with you. Our [Candidate Privacy Information Statement](#) explains how we collect and use that information and the rights you have. Clients may likewise wish to read the [Privacy Policy](#) on our website.

# Data on all Applications

Total amount of applications: 95  
 Completed Equal Opportunities Data: 94

**ETHNICITY:**

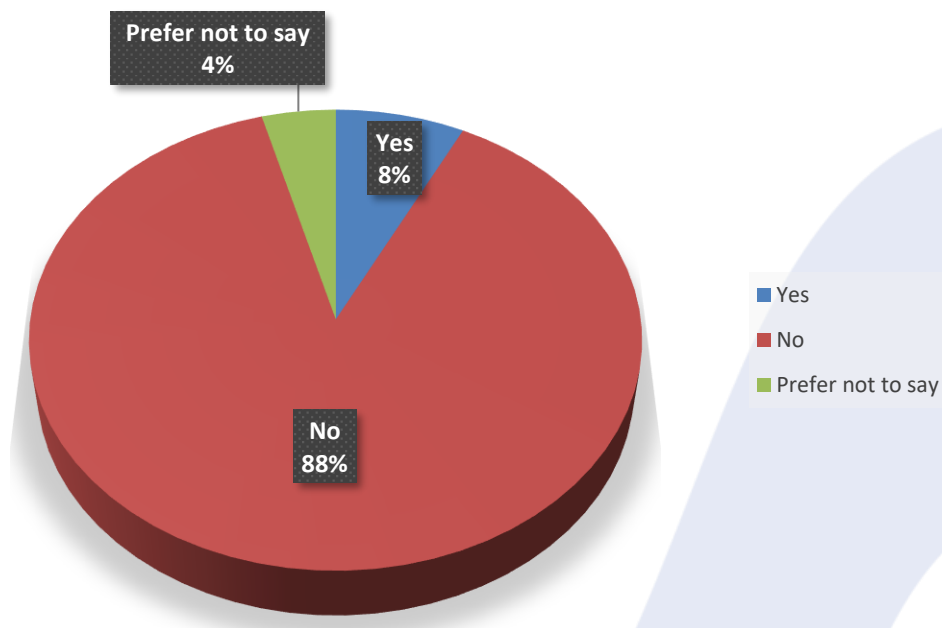
Please see below a pie chart which shows the ethnic breakdown of the 94 candidates who applied.



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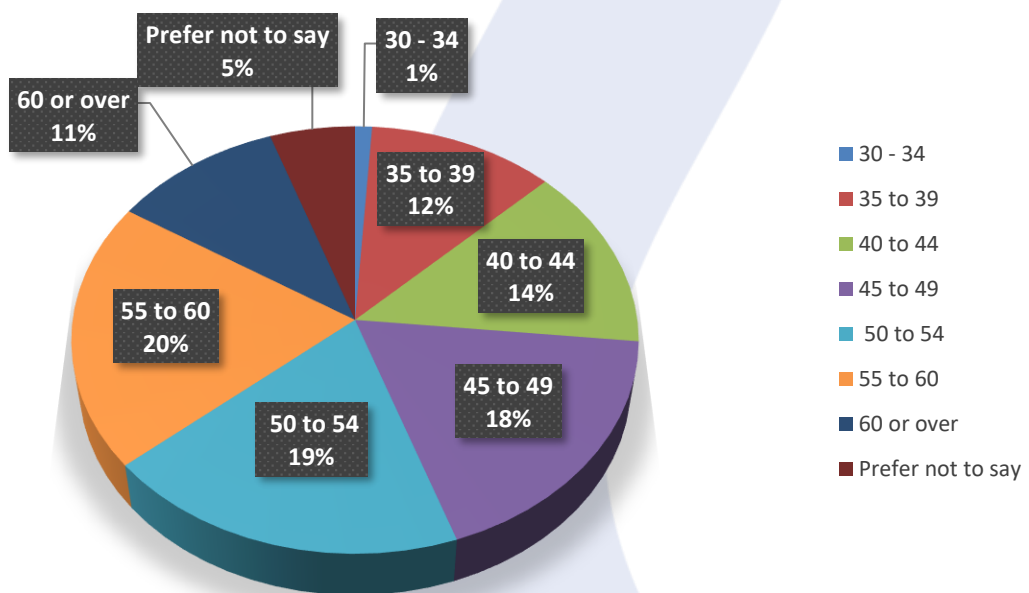
## DISABILITY

Please see below a pie chart which shows an overview of those who have declared they have a disability or long-term health condition out of the 94 candidates who applied.



## AGE

Please see below a pie chart which shows the breakdown of age ranges of the 94 candidates who applied.

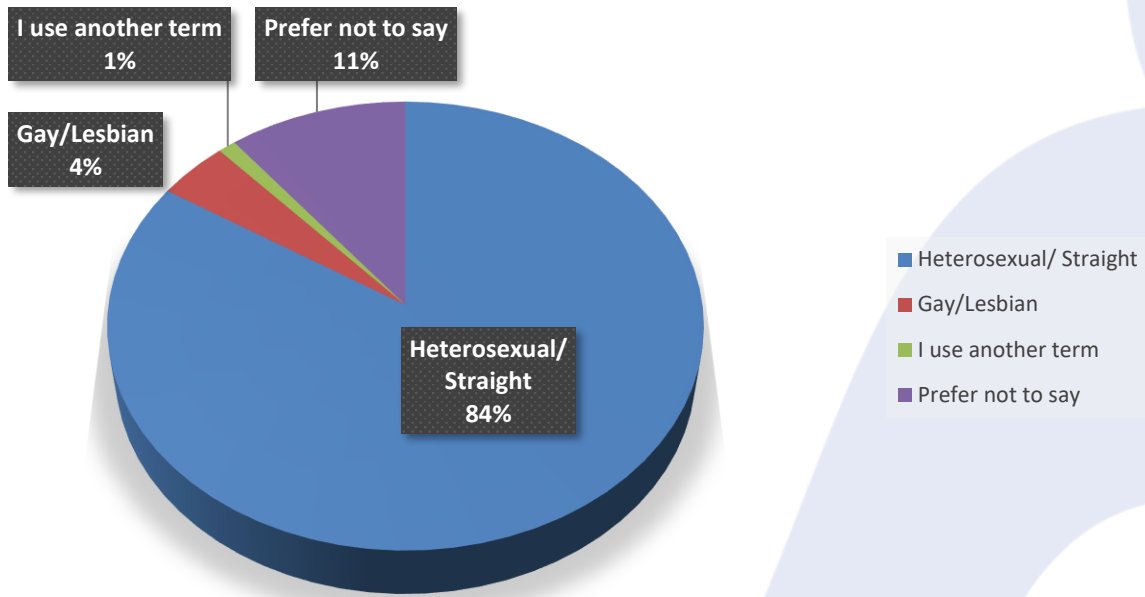


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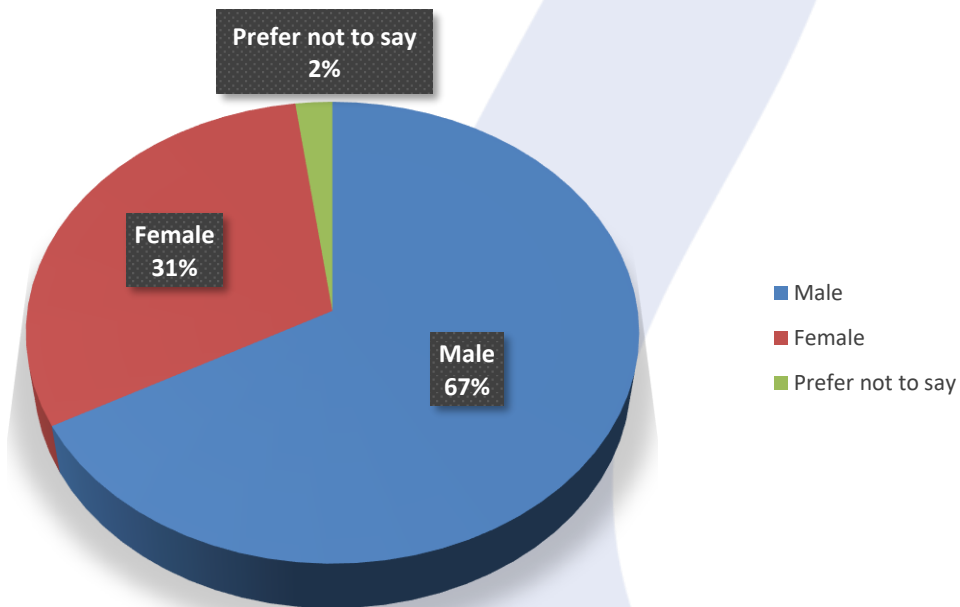
## SEXUAL ORIENTATION

Please see below a pie chart which shows the breakdown of sexual orientation of the 94 candidates who applied.



## GENDER

Please see below a pie chart which shows the breakdown of gender identity of the 94 candidates who applied.



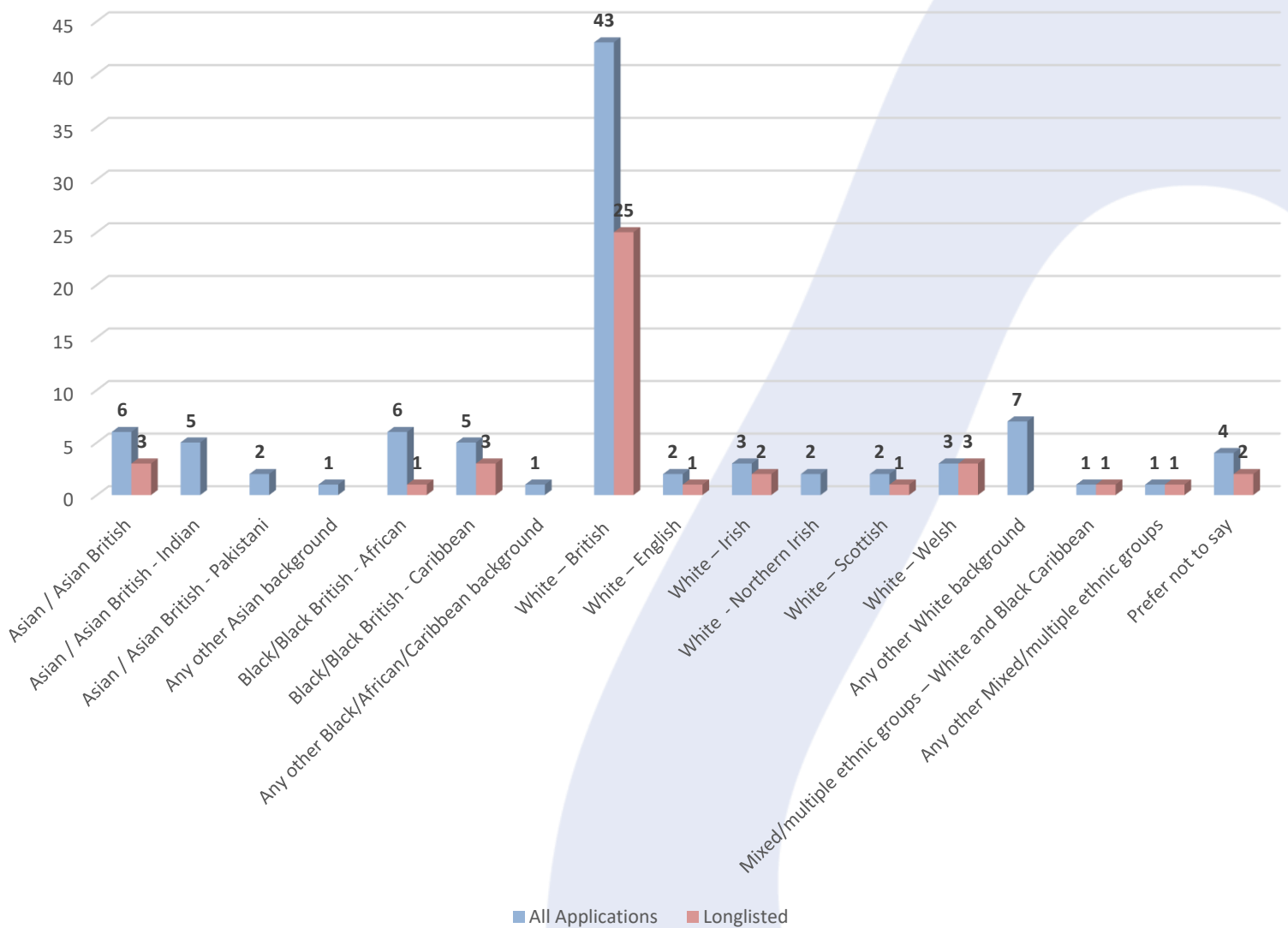
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## Data on Longlisted Applications

Total amount of longlisted applications: 43

### ETHNICITY:

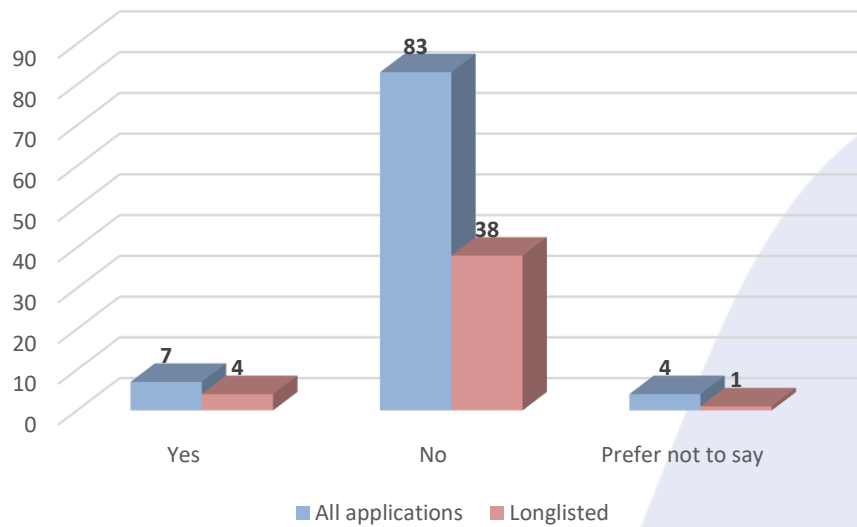
Please see below a chart comparing the ethnicity of candidates taken through to the longlist stage against all applications.



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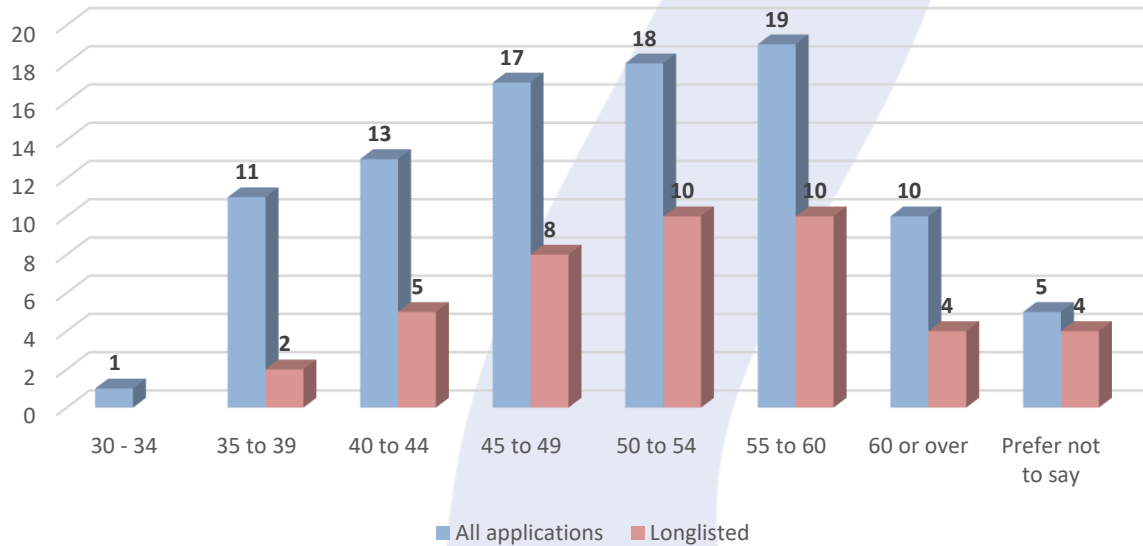
## DISABILITY

Please see below a chart comparing the declaration of disability or long-term health condition for the longlisted candidates against all applications.



## AGE

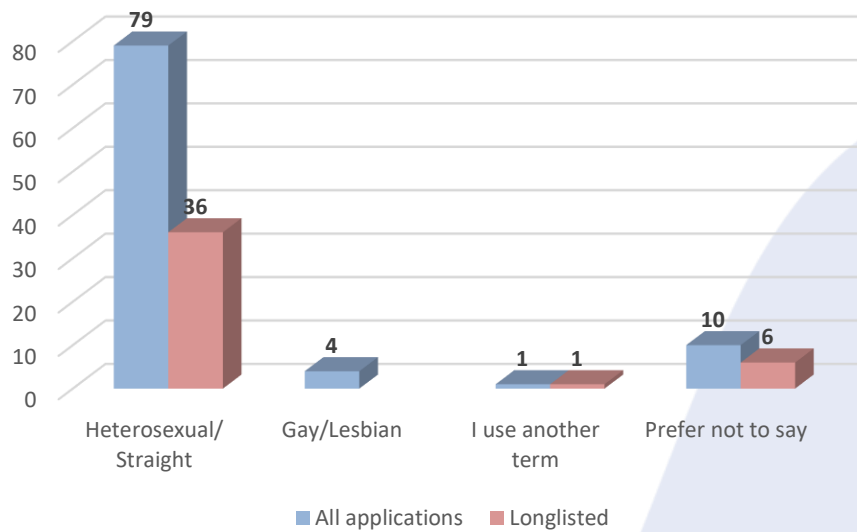
Please see below a chart comparing the age range of candidates taken through to the longlist stage against all applications.



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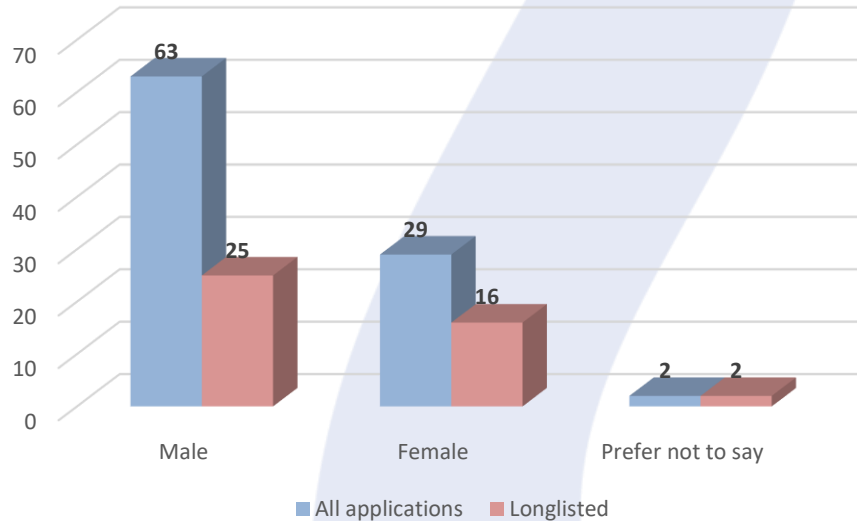
## SEXUAL ORIENTATION

Please see below a chart comparing the sexual orientation of candidates taken through to the longlist stage against all applications.



## GENDER

Please see below a chart comparing the gender identity of candidates taken through to the longlist stage against all applications.



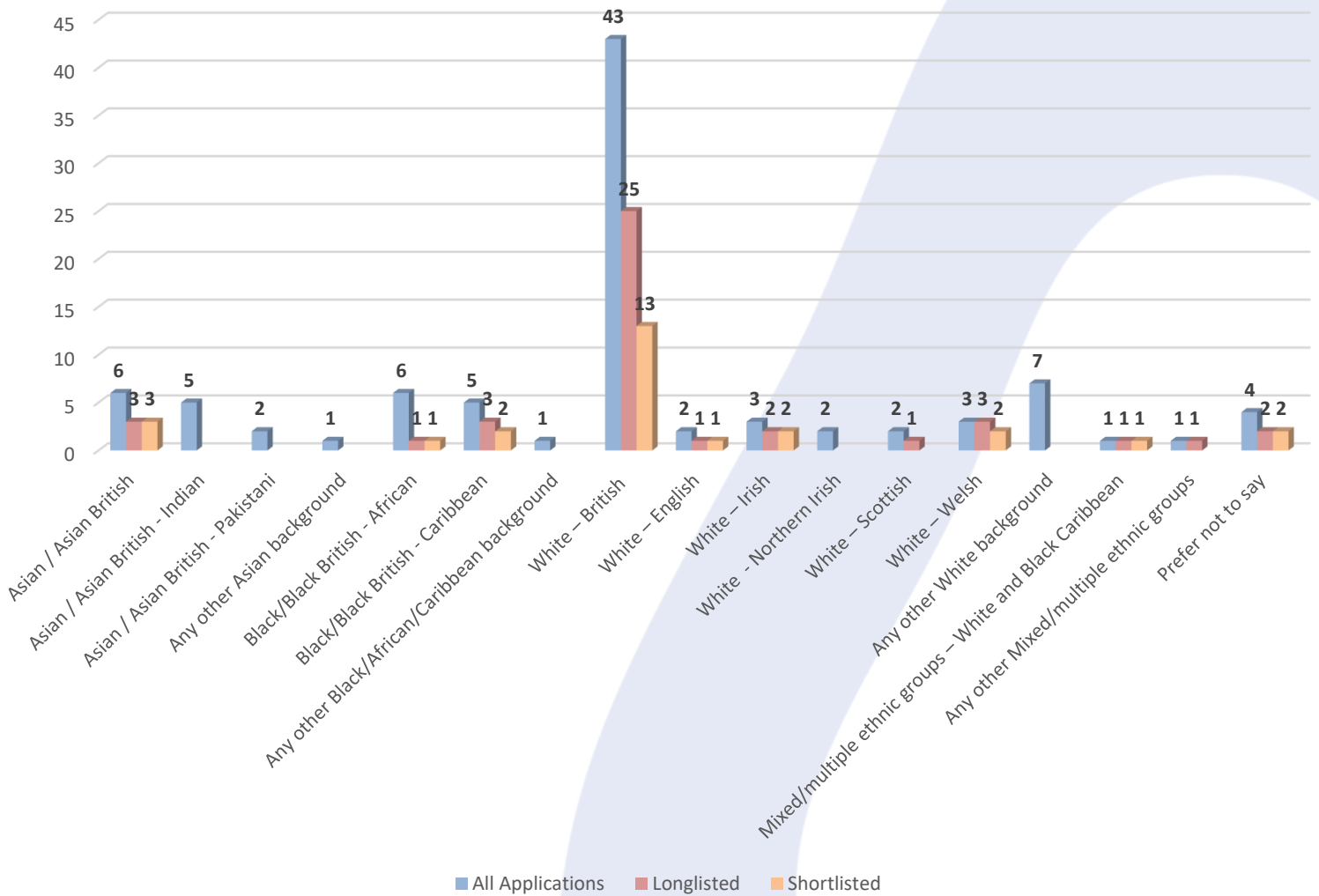
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## Data on Shortlisted Applications

Total amount of shortlisted applications: 27

### ETHNICITY:

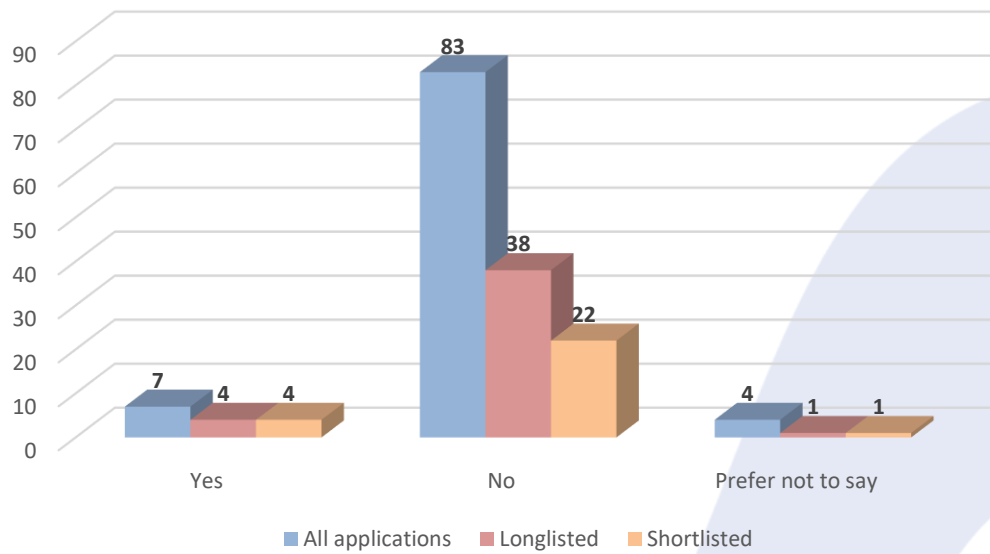
Please see below a comparison on the ethnicity of candidates taken through to the shortlist stage against all applications and longlisted applications.



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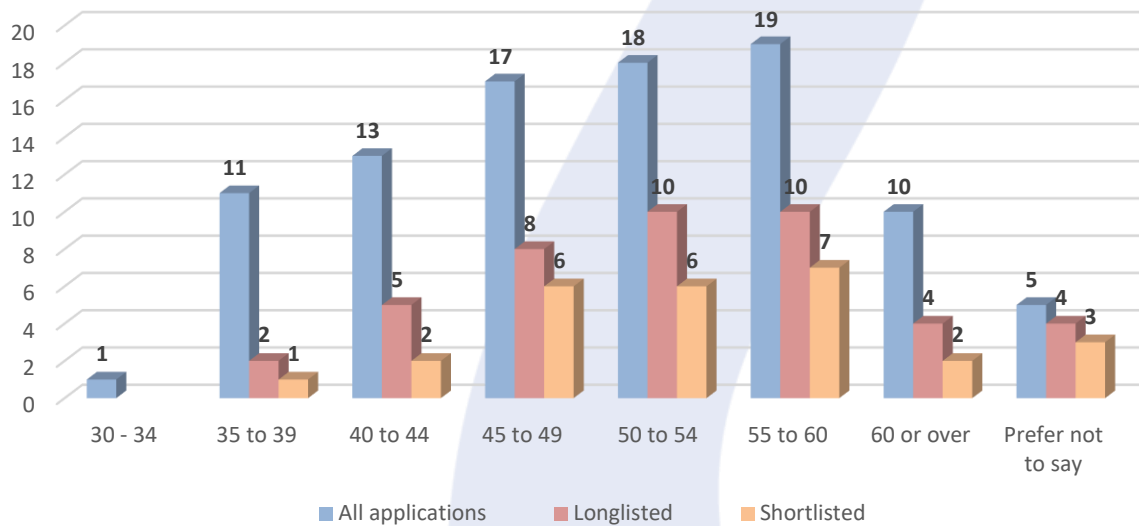
## DISABILITY

Please see below a comparison on the declaration of disability or long-term health condition for shortlisted candidates against all applications and longlisted applications.



## AGE

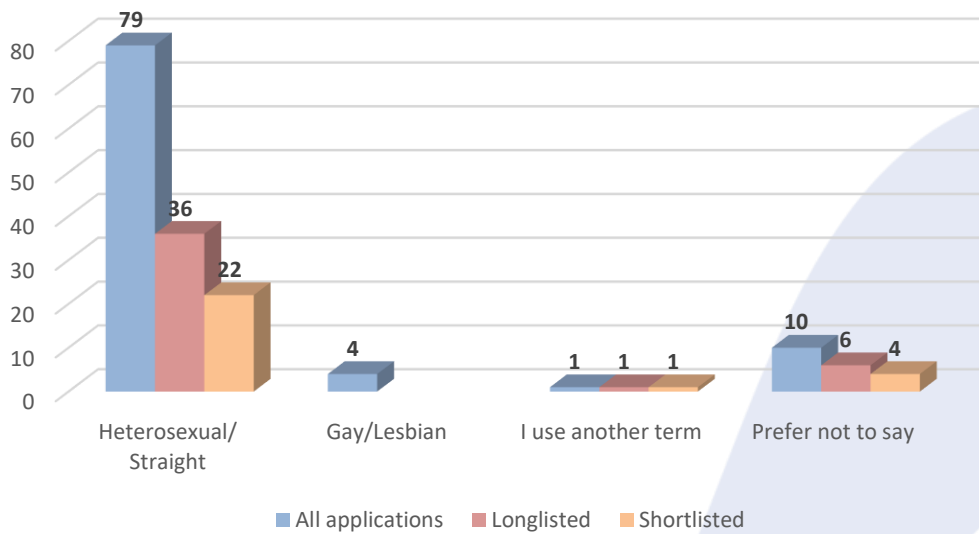
Please see below a comparison on the age range of candidates taken through to the shortlist stage against the data for all applications and longlisted applications.



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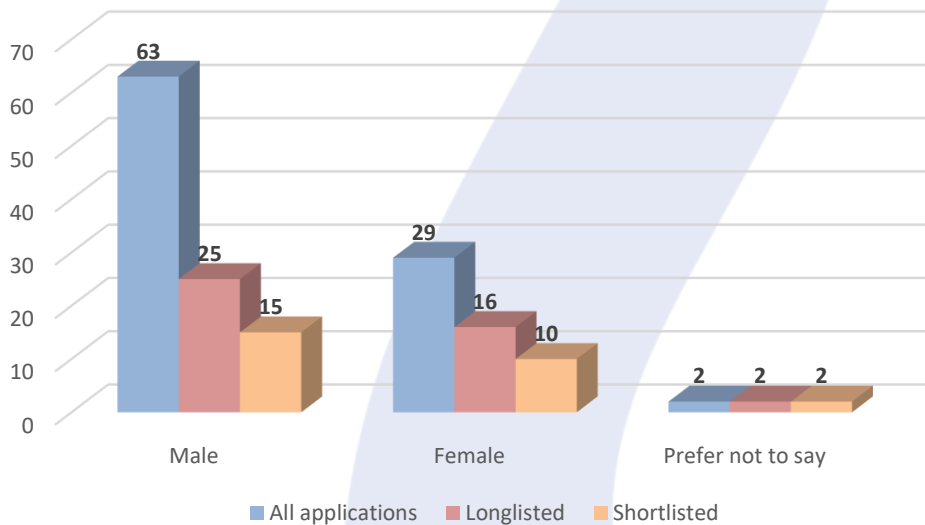
## SEXUAL ORIENTATION

Please see below a comparison on the sexual orientation of the candidates taken through to the shortlist stage compared to the data for all applications and longlisted applications.



## GENDER

Please see below a comparison on the gender of candidates taken through to the shortlist stage against the data for all applications and longlisted applications.

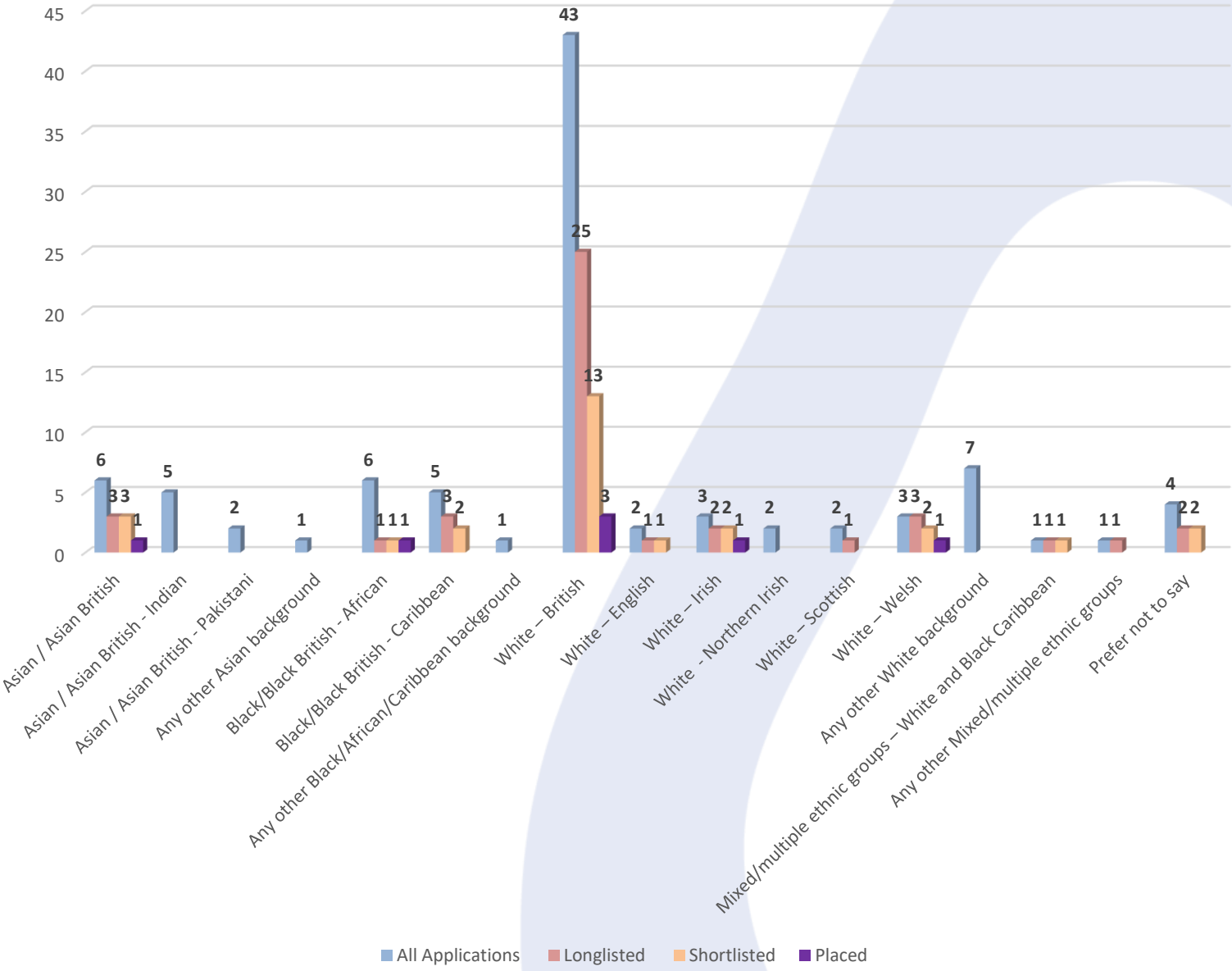


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# Data on Placed Applications

**ETHNICITY:**

Please see below a comparison on the ethnicity of the placed candidates against all applications, longlisted and shortlisted applications.

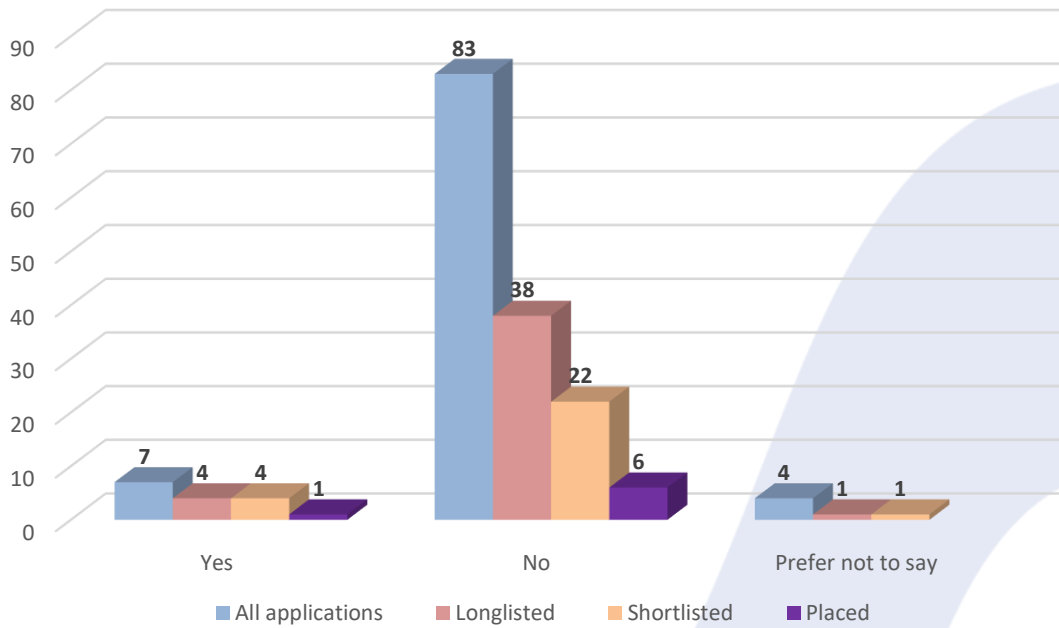


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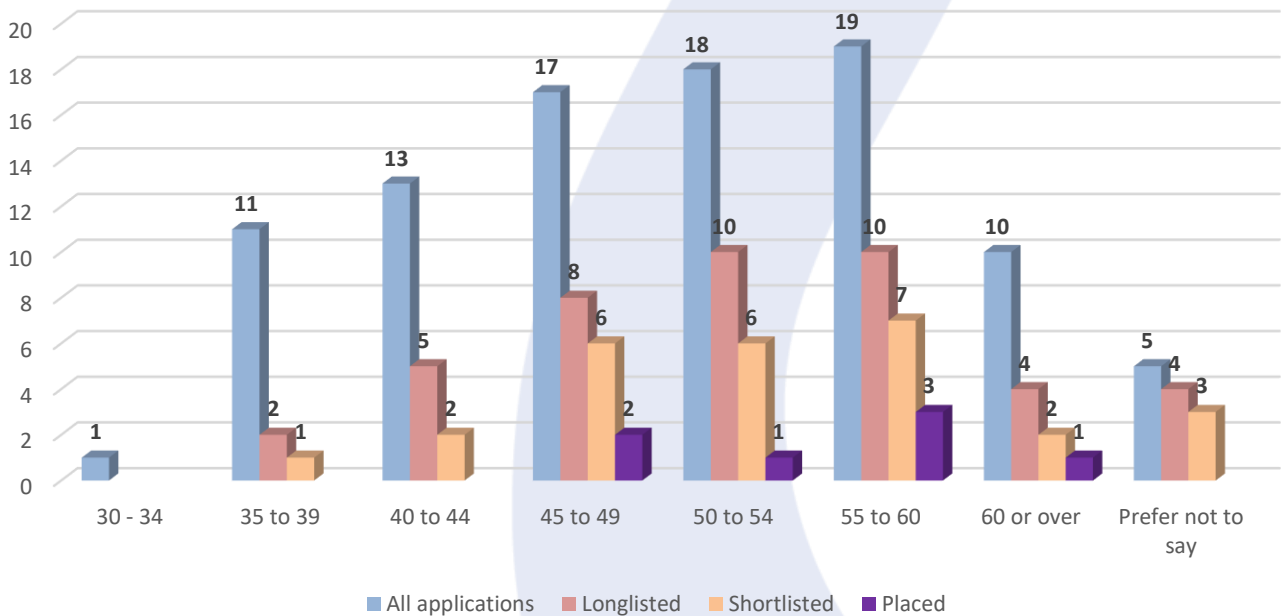
## DISABILITY

Please see below a comparison on the declaration of disability or long-term health condition for the placed candidates against all applications, longlisted and shortlisted applications.



## AGE

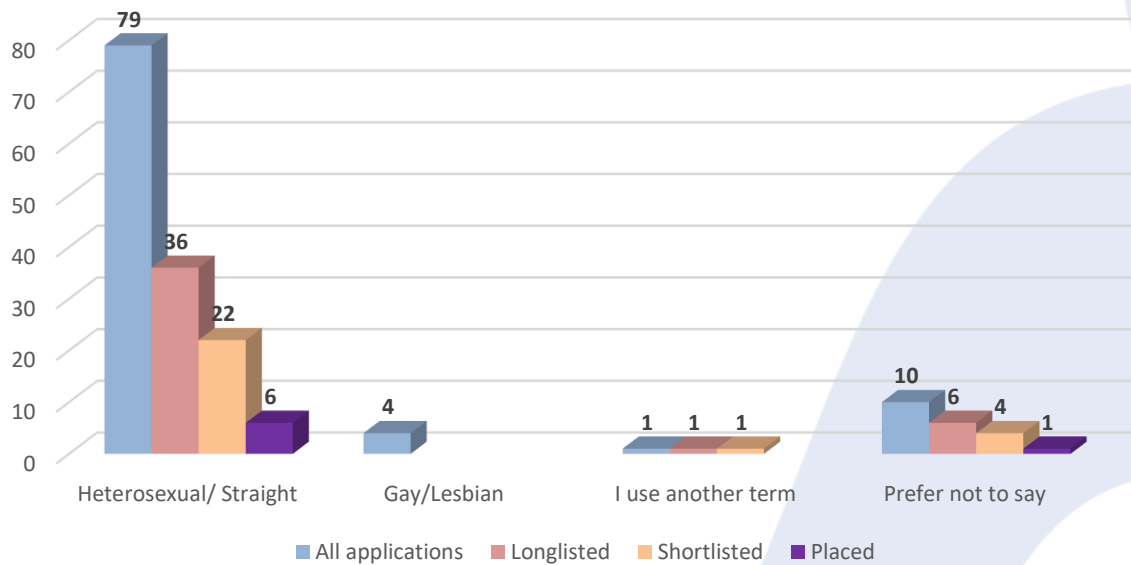
Please see below a comparison on the age range of the placed candidates against all applications, longlisted and shortlisted applications.



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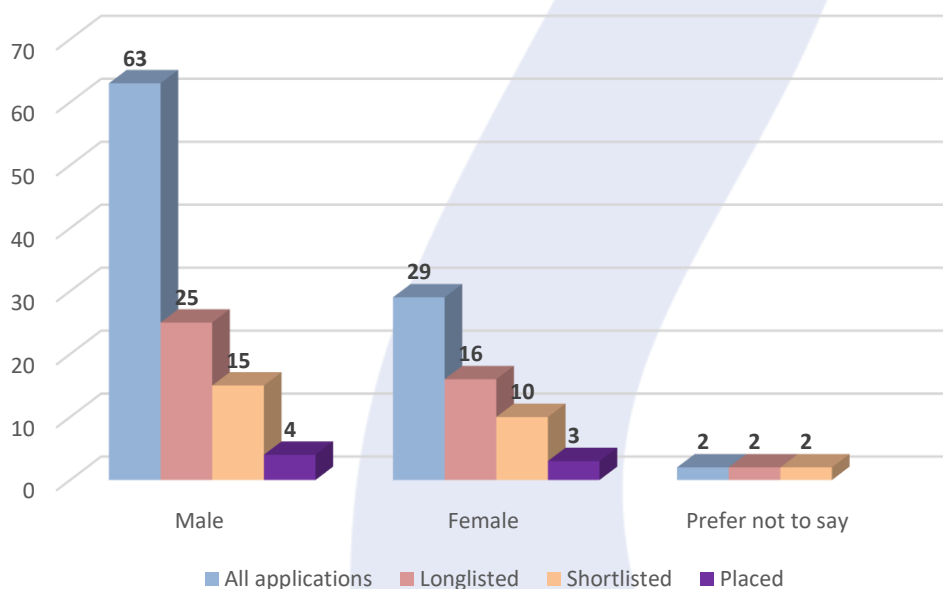
## SEXUAL ORIENTATION

Please see below a comparison on the sexual orientation of the placed candidates against all applications, longlisted and shortlisted applications.



## GENDER

Please see below a comparison on the gender of the placed candidates against all applications, longlisted and shortlisted applications.



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# Agenda Item 6

<b>REPORT TO:</b>	<b>APPOINTMENTS COMMITTEE</b> 27th April 2022
<b>SUBJECT:</b>	Update on the implementation of the Organisational Redesign of Croydon Council
<b>LEAD OFFICER:</b>	Katherine Kerswell -Chief Executive
<b>WARDS:</b>	All
<b>PUBLIC/EXEMPT:</b>	Public

## **SUMMARY OF REPORT:**

This report provides a progress update on the implementation of the Organisational Redesign of Croydon Council.

## **POLICY CONTEXT**

**In November 2020 the Leader and Cabinet set new political priorities for the Council to deliver against and set out new ways of working.**

### **The new 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 to keep our streets clean and safe.

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

### **The 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.

**FINANCIAL IMPACT:**

This report provides a progress update on the implementation of the Organisational Redesign of Croydon Council and has no immediate or direct financial implications.

The Council has managed to reduce budgets by £540k within the General Fund from the permanent senior managers restructure.

**1. RECOMMENDATIONS: Members are recommended to**

- 1.1 Note the report and the updates on the implementation of the Council's Organisational Redesign as originally set out in the report to the Appointments Committee on 23 June 2021 (**appendix A**).

## 2. EXECUTIVE SUMMARY

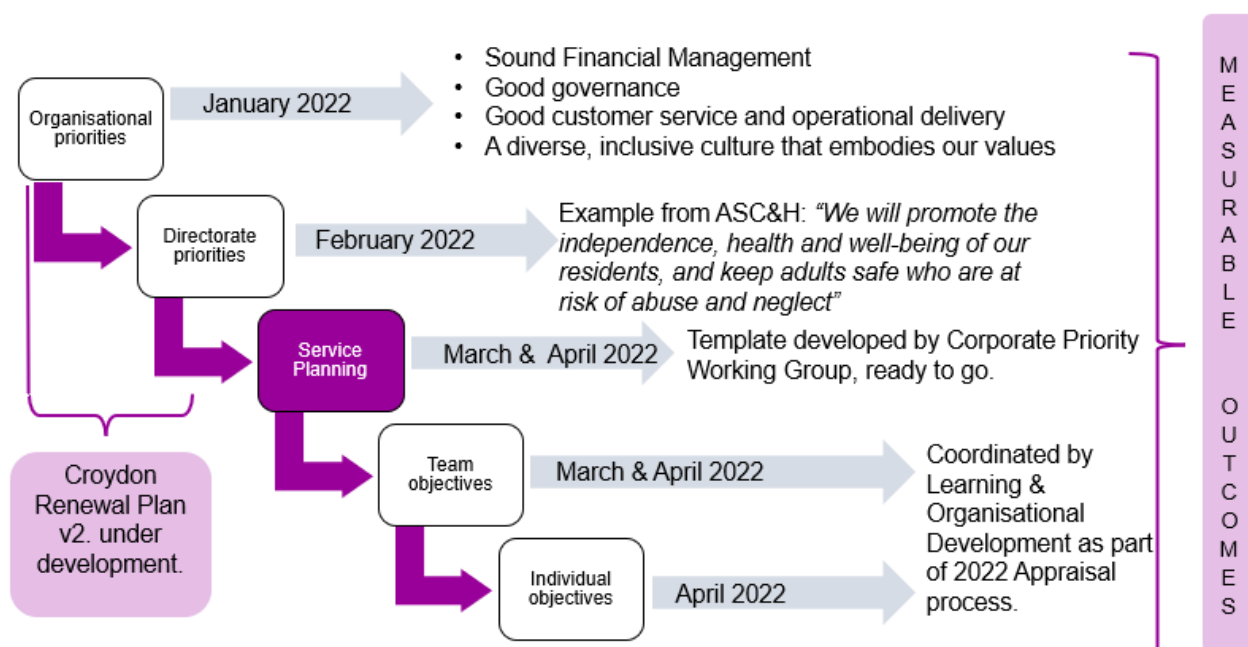
- 2.1 The purpose of this report is to provide members with a progress update on the implementation of the new organisational design and reporting structure for the three most senior management tiers at Croydon Council and the creation of 6 directorates, as set out in the report to the Appointments Committee on 23 June 2021 (**appendix A**)
- 2.2 Responding to the delivery of the Croydon Renewal Plan, the new organisational design is ensuring the Council can deliver more effectively on its business strategy, address the significant service quality improvements, and make workplace culture changes required by having a focused and adequately resourced management capacity and ensuring a more consistent, corporate and effective internal control system.



- 2.3 The new organisational design introduced additional roles for some senior managers and other staff to develop more professional oversight in key business areas across the Council giving rise to role enrichment and development opportunities.
- 2.4 An Organisational Redesign Transition Plan was developed for the Council to move to the new ways of working with effect from 1<sup>st</sup> November 2021. The updated version of this plan can be found in **appendix B**.
- 2.5 The key areas of update in this report are:
- 2.5.1 Principles of the New Design
  - 2.5.2 Operating Design of Croydon Council
  - 2.5.3 The new Directorates
  - 2.5.4 Corporate Management Team
  - 2.5.5 New vocabulary
  - 2.5.6 Heads of Profession update
  - 2.5.7 Special projects
  - 2.5.8 Internal Control Boards
  - 2.5.9 Priorities going forward

### 3. PRINCIPLES OF THE NEW DESIGN

- 3.1 The 25th November 2020 Cabinet report “Croydon Renewal Plan and the Croydon Renewal Improvement Board” noted in its recommendations the replacement of the Council’s Corporate Plan with a set of the new administration’s Priorities and Ways of Working.
- 3.2 The approved new priorities and Ways of Working remain an essential part of the working principles underpinning the Council approach to business.
- 3.3 The Croydon Renewal Plan was created at a time of significant challenge for the organisation, since then our awareness, understanding and approach has matured significantly in the first year of delivery.
- 3.4 Over the past year we have delivered substantial elements of many of the programmes within the Croydon Renewal Plan. As a result, we are now refreshing the Croydon Renewal Plan to reflect our present position and the vision for the immediate future.
- 3.5 New corporate and directorate priorities have been put in place and agreed with CMT to create a stronger framework for our updated renewal plan.
- 3.6 The revised Renewal Plan and new priorities are informing our service planning approach. Heads of Service are currently working with their teams to ensure that we have Service Plans in place for 2022/23. These will in turn inform team and individual objective setting and corporate performance reporting.



### 4. OPERATING DESIGN OF CROYDON COUNCIL

- 4.1 **Appendix C** contains the new reporting structure which went live on 01 November 2021. This saw the change of the Executive Leadership Team (ELT) to the Corporate Management Team (CMT) with 7 members across 6 directorates.
- 4.2 Croydon’s Senior Leadership Team recruitment campaign commenced in October

2021 following a competitive tender process which appointed Penna as the Council's executive search agent.

4.3 The campaign was intentionally aligned with the Council's value to promote Equality, Diversity & Inclusion (EDI), with Penna's Lead for Diversity and Inclusion working on the roles to deliver best practice approaches and to ensure all areas of the recruitment programme were supportive of EDI. For further detail, please see separate report on today's (27<sup>th</sup> April 2022) Appointments Committee agenda on the Senior Leadership Recruitment Campaign 2021/22. This report provides a review of the methodology and work undertaken to ensure a diverse and inclusive, high calibre recruitment campaign outcome. The appendix to this report provides full diversity breakdown across all roles and stages of the recruitment process.

4.4 Working in partnership with Penna appointments to the to the following roles have been made:

<b>Job Title</b>	<b>Name</b>	<b>Date effective from</b>
Corporate Director of Adult Social Care & Health (DASS)	Annette McPartland	19 January 2022
Corporate Director Resources (S151 Officer)	Jane West	03 March 2022
Corporate Director Housing	Susmita Sen	18 May 2022
Corporate Director Sustainable Communities, Regeneration & Economic Recovery	Nick Hibberd	11 April 2022
Chief People Officer	Dean Shoesmith	01 February 2022
Director of Commercial Investment	Peter Mitchell	01 March 2022
Director of Legal Services (Monitoring Officer)	Stephen Lawrence-Orumwense	01 July 2022 (Subject to employment checks)

4.5 Croydon Council has successfully appointed permanent members of staff to all senior leadership roles with the exception of:

- Corporate Director Children, Young People & Education (DCS)
- Director of Finance (Deputy 151 Officer)

4.6 In the case of the Corporate Director Children, Young People & Education (DCS), it was agreed after careful consideration of the overall candidate profiles and the feedback from the stakeholder panels that a different field was required. Current interim arrangements have been extended until the autumn when a new candidate pool for interview will be sought.

- 4.7 In respect of the Director of Finance post, two candidates were interviewed but neither were considered appropriate within the Croydon context at this time. It is intended to re-advertise post May elections.
- 4.8 Not being able to successfully appoint to these posts is a challenge not unique to Croydon, but recognises the demanding nature of the roles and the challenging recruitment market in both these sectors.
- 4.9 The Council has 7 statutory posts to be filled with 6 of the 7 sitting in the top three tiers of management. It is positive that the Council has been able to fill all statutory posts with permanent members of staff with the sole exception of the Director of Children's Services (DCS) for reasons outlined above in point 4.5:

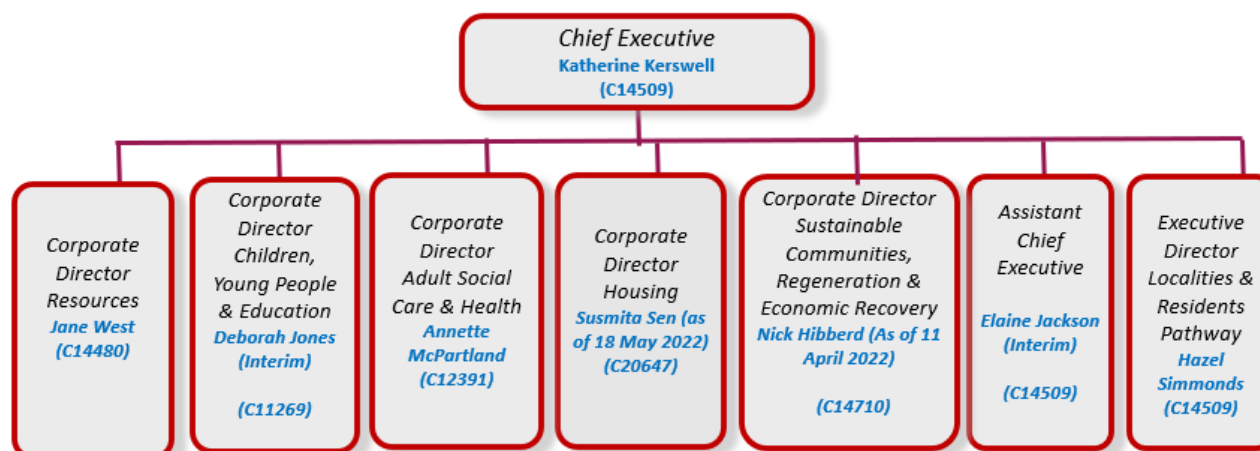
<b>Statutory post</b>	<b>Job title</b>	<b>Name</b>
Head of Paid Service (HoPS)	Chief Executive	Katherine Kerswell
Chief Finance and Section 151 Officer (S151)	Corporate Director - Resources	Jane West
Director of Children's Services (DCS)	<b>Interim</b> Corporate Director - Children, Young People & Education	Debbie Jones
Director of Adult Social Services (DASS)	Corporate Director - Adult Social Care & Health	Annette McPartland
Monitoring Officer	Director of Legal Services	Stephen Lawrence-Orumwense (as of 01 July 2022)
Director of Public Health	Director of Public Health	Rachel Flowers

- 4.10 The Senior Leadership Recruitment Campaign 2021/22 report can be read in conjunction of this section of the report for further detail.



## 5. THE NEW DIRECTORATES

5.1 The new directorates are as confirmed below:



5.2 Key changes in the design of directorates are highlighted below:

Directorate	Changes in the design of directorates
Resources	<ul style="list-style-type: none"> <li>In Resources, the Director of Commercial Investment has been re-titled to reflect the commercial role the post fulfils with regards to the Council's property and assets.</li> </ul>
Children, Young People & Education	<ul style="list-style-type: none"> <li>No changes have been made.</li> </ul>
Adult Social Care & Health	<ul style="list-style-type: none"> <li>No changes have been made.</li> </ul>
Housing	<ul style="list-style-type: none"> <li>A separate housing directorate has been created to ensure sufficient capacity and focus is given to bring about the improvement in housing services.</li> <li>An additional Corporate Director of Housing has been added to the Housing directorate structure to provide sufficient senior management capacity needed to support the delivery of housing improvements and provide greater responsiveness to residents and tenants.</li> </ul>
Sustainable Communities, Regeneration & Economic Recovery	<ul style="list-style-type: none"> <li>No changes have been made.</li> </ul>
Assistant Chief Executive	<ul style="list-style-type: none"> <li>The ACE directorate has been created to provide focus on transformation across the</li> </ul>

	<p>Council including: people (HR&amp;OD), ICT digital and customer (Digital and Resident Access). and Policy, Programmes and Performance).</p> <ul style="list-style-type: none"> <li>• The Learning and Development function has been placed under the Chief People Officer to align the strategic and operational delivery of people management improvements.</li> <li>• The Communications team has been placed in Policy, Partnerships and Performance, to better align the Council’s policy framework and Communications.</li> <li>• The role of Director of Service Quality Improvement &amp; Inclusion has not been filled, and duties have been realigned across the Chief People Officer, and Director of Policy Performance and Partnerships.</li> </ul>
Executive Director Localities & Residents Pathway	<ul style="list-style-type: none"> <li>• No changes have been made.</li> </ul>

5.3 Each week Corporate Management Team meetings and Departmental Management Team meetings take place. The purpose of the meetings is for each directorate to meet to share corporate messages and updates, discuss and resolve issues at a local leadership level. Each Director is in attendance, alongside the Corporate Director.

5.4 As part of the ongoing support improvements the new directorates, there are a number of improvement plans developed and being delivered against. These are detailed below:

Improvement Plan	Directorate	Summary
Housing Improvement Plan	Housing	<p>In response to the issues identified in the independent investigation by ARK into conditions in Council dwellings in Regina Road, the Council has developed its Housing Improvement Plan (<b>appendix D</b>) setting out a clear set of objectives and actions to improve housing services for our tenants and leaseholders.</p> <p>Over the next two years, the Council is committed to seeing an improvement in tenant and leaseholder satisfaction as measured by HouseMarks Survey of Tenants and Residents (STAR).</p> <p>The Plan also addresses ARK’s</p>

		<p>seven recommendations for improvement.</p> <p>The independently chaired Housing Improvement Board has been developed to scrutinize and assess the efficacy of the Council's improvement plans and provide assurance to Cabinet on the housing service's progress.</p>
<p>Adult Social Care &amp; Health Business Development and Improvement Plan</p>	<p>Adult Social Care &amp; Health</p>	<p>The new ASCH strategy 2021-25 (<b>appendix E</b>) sets out the vision for these services to 'enable people to live in a place they call home, with the people and things that they love, doing the things that matter to them in communities which look out for one another'.</p> <p>The strategy sets the direction for transformation and improvement for the next four years.</p> <p>The layered model of 'prevent, reduce and delay' has been adopted to ensure that residents can get the right level and type of support, at the right time to help prevent, reduce, or delay the need for ongoing support and maximise personal independence.</p> <p>The independently chaired Adult Social Care and Health Improvement Board is being developed and will oversee and drive the continued improvement of the Directorate's services, ensuring that the improvements are sustained and progress is made in areas that still require improvement. The Board will also provide assurance that the funding reductions are carefully managed to ensure good outcomes for adults. In addition, the Board provides the opportunity for key organisations that support adults in Croydon to work together to ensure most cost effective use of local authority, strategic partnership and community resources.</p>

<p>Children's Continuous Improvement Plan</p>	<p>Children, Young People &amp; Education</p>	<p>The Children's Continuous Improvement Plan 2021-24 (<b>appendix F</b>) outlines the actions being taken to achieve the MTFS savings as well as practice improvement priorities for children's social care and early help.</p> <p>The Children's Continuous Improvement Board oversees the plan and provides external challenge and seeks to give assurance about the impact of the savings on the quality of services for children and young people in Croydon.</p> <p>The board is independently chaired and board members include the DfE and Ofsted, a member of the independent Improvement and Assurance Panel and local partners such as schools, police and health.</p>
<p>Sustainable communities, Regeneration &amp; Economic Recovery Improvement plan</p>	<p>Sustainable communities, Regeneration &amp; Economic Recovery</p>	<p>An improvement plan is being developed for the Sustainable Communities, Regeneration and Economic Recovery Directorate.</p> <p>This directorate includes statutory services, such as planning, building control, parking services, libraries, environmental health, trading standards and licensing, and many of the universal services that residents access and are often in some instances the only part of the Council's services some residents see.</p> <p>The range of different services means that work will need to be carefully prioritised once the full scope of the improvement works is identified.</p>

## 6. CORPORATE MANAGEMENT TEAM

- 6.1 The “Corporate Management Team” (CMT) has replaced the Executive Leadership Team (ELT).
- 6.2 Membership of the CMT consists of a core group with other officers able to request attendance for specific matters or to place items on the agenda for discussion.
- 6.3 Members of CMT and their Directors are taking a leading role in supporting the staff networks and are a champion for their work.

<b>Core CMT membership</b>	
Chief Executive	Corporate Director Housing
Assistant Chief Executive	Corporate Director Resources
Corporate Director Adult Social Care & Health	Corporate Director Sustainable Communities & Regeneration
Corporate Director Children Young People & Education	<del>Director Service Quality, Improvement &amp; Inclusion*</del> <i>*Role removed as explained in 5.2</i>
<b>Standing members of CMT</b>	
Statutory Director of Public Health	Director of Legal Services – Monitoring Officer
Head of Insurance, Anti-Fraud & Risk	Internal Audit
Chief People Officer (formerly Director of Human Resources)	Head of Communication & Engagement
Director of Policy, Programmes & Performance	

- 6.4 In order to develop the broader staff knowledge of the whole Council’s operations and to offer opportunities for development, a shadow corporate management (CMT) team made up of front line / non- management staff across the Council will be progressed. Terms of reference are being developed as well as an operational process to support shadow members with the receipt of papers and active participation.
- 6.5 Once fully developed, the shadow CMT will hold its meetings in the same way as CMT with representatives being asked to attend CMT to offer their views and conclusions on papers shared and topics discussed. We will be identifying individual training needs of those appointed to support and facilitate this.

## 7. NEW VOCABULARY

- 7.1 To support the proposed new system of internal control, and to operate in a more coordinated fashion, the Council's management has adopted a new shared language of describing activity and role as defined below:

From	To
Executive Leadership Team	Corporate Management Team
Directorate Leadership Team	Directorate Management Team
Executive Director	Corporate Director
Corporate Director	Director
Head of Service	Head of Service (no change)
Directorate / Department	Directorate
Department / Division	Division
Division / Team / Service	Service then Team

- 7.2 The shared language has been well communicated to staff and is now in use and well embedded across the organisation.

## 8. HEADS OF PROFESSION UPDATE

- 8.1 Heads of profession are now in place, designed across the structure to be professional leads to draw together shared processes and systems.
- 8.2 The cross-cutting remits of the Heads of Profession will contribute to the avoidance of silo-based working, and in that respect, they work in combination with the newly-established Internal Control Boards, each of which operates in accordance with cross-cutting remits. The Heads of Profession and Internal Control Boards will promote cross-departmental working on matters of key significance to the successful functioning of the organisation, resulting in stronger governance and better outcomes for residents.
- 8.3 As part of the Commissioning and Procurement restructure, functions were disaggregated along with the single Head of Profession role. Therefore, we now have a Head of Profession for Commissioning and a Head of Profession for Procurement. The two Heads of Profession work together very closely and meet on a monthly basis.
- 8.4 All affected Officers who hold a professional role have had their job descriptions amended to reflect these additional responsibilities.
- 8.5 This activity is still in early stages and there is important work still to be done in terms of scoping, embedding and creating a community of practice amongst those with responsibility. Whilst some have begun the process of developing the role, others are just beginning.
- 8.6 The list of posts which hold a head of profession role and their updates are as follows:

Profession	Post	Update
Finance Management	Corporate Director of Finance	<ul style="list-style-type: none"> <li>The Corporate Director of Finance was appointed as of the 3<sup>rd</sup> March 2022. As a result, progress is limited at this stage.</li> </ul>
Programme & Project Management	Director of Policy, Programmes & Performance	<ul style="list-style-type: none"> <li>In recognition that the Council needs a consistent and effective approach to project management, the Programme Management Office has set up a community of practice for everyone at Croydon who is involved with or interested in project &amp; programme management.</li> <li>The PMO regularly brings the community together to share best practice, learn from each other, hear from guest speakers and celebrate successes.</li> <li>By pooling collective knowledge and experience, the Council can more efficiently develop the project</li> </ul>

		management skills of the Council, leading to better outcomes for staff and residents.
<del>Service Quality, Productivity &amp; Improvement</del>	<del>Director of Service Quality, Improvement &amp; Inclusion</del>	<i>*Role removed as explained in 5.2</i>
Access to Information & Transparency	Chief Digital Officer and Director of Resident Access	<ul style="list-style-type: none"> <li>• Ongoing review and rationalising of telephone access so it aligns with the digital platform.</li> <li>• Co-location of all customer intelligence across the Council into CDS - complaints, information management, data management, FOI, SARs.</li> <li>• New Members casework system has been developed and is now live.</li> </ul>
Data interpretation, business analytics and insight	Statutory Director of Public Health	<ul style="list-style-type: none"> <li>• The Statutory Director of Public Health has been working with the Head of Business Intelligence and Performance to shape the focus of the new head of profession role and align it with the existing work already developed around performance.</li> <li>• There are two current main areas of focus: <ul style="list-style-type: none"> <li>- Capacity / Capability – reviewing the number of analysts across the organisation, their access to data available, data quality. This will also enable us to carry out SWOT analysis.</li> <li>- Culture – use of data across the organisation, reporting lines, escalation, and accountability.</li> </ul> </li> </ul>
Commissioning	Director of Adult Social Care Policy & Improvement	<ul style="list-style-type: none"> <li>• Developed Art of Commissioning Programme with NDTi (National Development Team for Inclusion), 2 of 4 workshops delivered to date with representation from commissioning teams in Adults, Childrens and Housing.</li> <li>• Established Market Position Statement working group to develop commissioning intentions and key messages to the market with representation from commissioning teams in Adults, Children and</li> </ul>



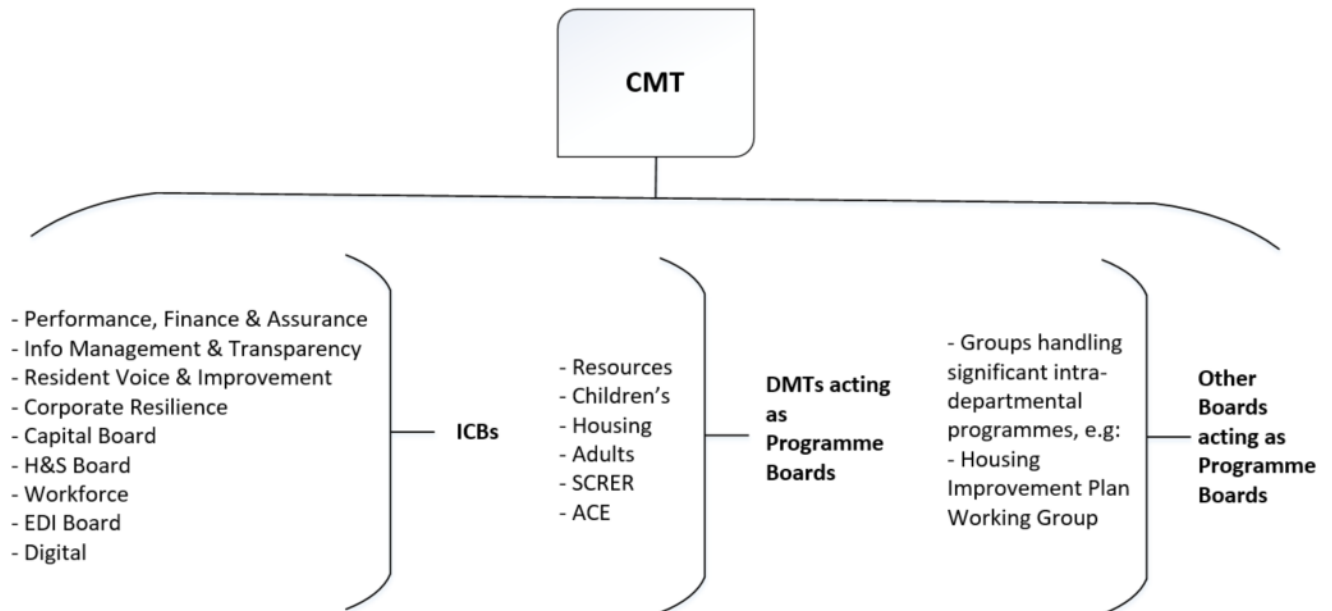
		<p>Housing alongside colleagues from Public Health and Health.</p> <ul style="list-style-type: none"> <li>• Initiated review of (corporate) Commissioning Framework through Strategic Commissioning &amp; Contracts Board, current Framework runs to 2023.</li> </ul>
Procurement	Head of Strategic Procurement & Governance – Commercial Investment and Capital	<ul style="list-style-type: none"> <li>• Completed re-structure and launched new Procurement service in January 2022</li> <li>• Recruited to 8 of the 11 vacancies within the new structure</li> <li>• Identified and delivered savings from both existing contracts and by procuring new contracts</li> <li>• Drafted a new Contract Management framework and established a cross-directorate working group to input into the process review</li> <li>• Implemented improvements to the Council's Tender and Contracts Regulations to modernise and streamline governance oversight of procurements</li> <li>• Created 6 Procurement forward plans for 2022/23, one for each Directorate</li> <li>• Support from Lead Member for Resources &amp; Financial Governance who praised &amp; credited the improvements at March Council</li> </ul>
Resident Voice	Director of Sustainable Communities	<ul style="list-style-type: none"> <li>• This role is being developed following the appointment of the new Corporate Director of Sustainable Communities, Regeneration &amp; Economic Recovery who took office on the 11<sup>th</sup> April 2022.</li> </ul>

## 9. SPECIAL PROJECTS

- 9.1 Since September 2020, as far as operationally possible it has been routinely considered where new projects opportunities for staff development can be built in - in some instances the ability to work across the organisation. This includes the involvement of colleagues in the work on the Croydon Renewal and Improvement Plan.
- 9.2 More recently, the Council is offering staff to come forward to work on a range of personal development opportunities such as inviting them to strengthen their project management skills by supporting ad-hoc projects and programmes in the Programme Management Office (PMO).
- 9.3 As referenced in 8.2, the PMO have set up a “Community of Practice” that is open to all colleagues either working in or interested in learning about or moving into Programme & Project Management. The community has four main objectives, to deliver:
- clear communications;
  - sharing and learning of lessons;
  - up and cross skilling; and,
  - a strong pipeline of future project managers.
- 9.4 As part of the Cultural Transformation Programme, the Council sought to nominate a diverse range of representatives across directorates to support the design of the Crossing the Threshold programme. This programme involves identifying and creating a comprehensive, and inclusive set of staff development activities, and offer staff the opportunity to be trained in group facilitation and training delivery skills using a train the trainer approach. Supporting this programme has the potential to benefit those keen to step up and be part of creating the future Croydon. It also presents the opportunity to network across the business, gain additional skills in the process, and will be recognised as part of the annual appraisal and personal development process.
- 9.5 Actions to support staff health and wellbeing include the Guardians programme, established in July 2021, which enables staff to raise concerns confidentially and be signposted to other sources of support and/or guidance. The scheme is up and running and there are currently 20 trained guardians and we have built a community of practice and support around its members.

## 10. INTERNAL CONTROL BOARDS

10.1 Internal Control Boards (ICB) were proposed as part of the senior restructure, developed by the Chief Executive and approved by full Council:



10.2 The Boards play a key role in the overall governance structure. They provide a venue for senior leaders and others to consider matters within the terms of reference of the respective ICB.

10.3 The initiation of ICBs has progressed with the following boards fully operational: Equality, Diversity & Inclusion Board; Capital Board; and Health & Safety Board

10.4 The next suite of ICBs to be convened include Digital; Performance, Finance, & Assurance; and Resident Voice & Improvement. We anticipate these to have had their first meeting by the end of the first quarter 22/23.

10.5 Independent improvement Boards are in place for Children's Services and Housing. These boards are established and have been operational and delivering for some time. It is anticipated that a similar improvement board will launch imminently for Adult services, with plans for an improvement board for Sustainable Croydon, Regeneration & Economic Recovery (covering place based services). This will see independent improvement structures in place for almost all front-line services. It is anticipated that similar Boards will be set up for Resources and Ace to drive operational improvements within these Directorates.

## **11. PRIORITIES GOING FORWARD**

- 11.1 Croydon Council is currently developing services plans within each directorate which will be used to support the delivery of the Croydon Renewal Plan Version 2(a).
- 11.2 Work is underway to focus on appointing to the two vacant senior leadership roles (Corporate Director Children, Young People & Education (DCS) and Director of Finance (Deputy 151 Officer). The focus on attracting the most diverse and talented individuals remains.
- 11.3 Following the 2022 Elections, the council will complete and approve the process for recruiting, inducting and supporting 'Shadow CMT'. This will include identifying a lead Corporate Director, developing Terms of Reference, training staff and identifying resources to support the ongoing administration.
- 11.4 The Heads of Profession roles need to be defined in more detail and embedded in the organisation in a phased approach.
- 11.5 The Council has many development opportunities to offer staff through participation in a range of projects. Recent examples of this have proved very successful and there is opportunity to widen this offer.
- 11.6 The new Internal Control Boards are an important part of the overall governance structure. The boards play a key role in ensuring that information and decisions are considered in the appropriate way. There is a plan to launch all remaining Internal Control Boards by end of first quarter 22/23; Digital; Performance, Finance, & Assurance; Resident Voice & Improvement; Info Management & Transparency; Corporate Resilience and Workforce.
- 11.7 Once all Internal Control Boards are set up and working, Terms of Reference for DMT meetings and CMT meetings will need to be amended to ensure correlation.
- 11.8 The Culture Transformation Programme underpins all of the above process changes.

## **12. FINANCIAL CONSIDERATIONS**

- 12.1 The Council has saved a total of £0.540m within the General Fund Budget as a result of the senior management restructure. All senior management posts are budgeted and contained within the Council's Medium Term Financial Plan.

## **13. LEGAL CONSIDERATIONS**

- 13.1 The Head of Litigation and Corporate Law comments on behalf of the interim Director of Legal Services and Monitoring Officer that under the Local Government Act 1972 section 112 the Council may generally, appoint whatever officers it considers necessary for the proper discharge of its duties. However, there are certain statutory appointments which must be made as set out in the report. In particular there is a requirement to appoint a Head of Paid Service who is responsible for preparing reports on the way the local authority's staff is organised, on the authority's staffing needs and on the co-ordination of the way in which the authority's functions are discharged and a Monitoring Officer to check on the correctness and propriety of the Council's decisions under the Local Government Act 1989 sections 4 and 5. In addition the Council must secure that one of its officers is responsible for the administration of financial affairs under the Local Government Act 1972 section 151. There are also requirements in legislation for the appointment of a Director of Children's Services and a Director of Adult Social Care which this report complies with.
- 13.2 The Constitution has been updated and approved by Members to capture changes to the staffing structure. Work is underway to update the service Schemes of Delegations to capture the staffing structure changes to comply with the Local Authorities (Standing Orders) (England) Regulations 2001 (as amended).
- 13.3 By section 38 of the Localism Act 2011 the Council is required to produce a Pay Policy each financial year. Approval of the Pay Policy is a matter for full Council and cannot be delegated. The Council's current Pay Policy is 2022/2023 recently approved by Members now sets out details, amongst other things, of the payment of Chief Officers incorporated in this new structure.
- 13.4 The terms of reference of the Appointments Committee (Appointments and Disciplinary Committee from the start of the new municipal year) have, in Part 3 of the Constitution - Responsibility for Functions been updated to provide authority to interview and recommend to full Council the appointment of Corporate Directors, the Chief Executive and other senior officers as defined in the Employment Procedure Rules at Part 4J. Separately, the Staff Employment Procedure Rules sets out procedures to be followed for the appointment of Chief Officers, declarations which must be made by candidates and a notification process to ensure that the Leader (the elected Mayor following the elections in May) and any other Executive Members has no objections to the offer of appointment which must occur before an offer of appointment can be made to him/her.
- 13.5 Approval of salary or severance packages is currently a matter for the Appointments Committee under Part 3 of the Constitution - Responsibility for Functions. From the start of the new municipal year responsibilities are split with salary packages being referred to the new Appointments and Disciplinary Committee and severance packages over the threshold specified in statutory guidance issues by the Secretary of State pursuant to section 40 of the Localism Act 2011 being referred to the General Purposes Committee for approval.

- 13.6 The restriction of Public Sector Exit Payments (Revocation) Regulations 2021 has now revoked the Public Sector Exit Payments (Revocation) Regulations 2020 which restricted prescribed public sector bodies such as the Council from making exit payments in excess of £95,000 in connection with a person leaving employment or vacating an office.
- 13.7 To ensure compliance with the Equality Act an Equality Impact Assessment was carried out and will require updating as the restructure progresses.

*Approved by:* Sandra Herbert Head of Litigation and Corporate Law for and on behalf of the Director of Legal Services and Deputy Monitoring Officer.

#### **14. HUMAN RESOURCES IMPACT**

- 14.1 The HR impacts are provided in the main body of the report.

*Approved by:* Dean Shoesmith, Chief People Officer

#### **15. EQUALITIES IMPACT**

- 15.1 Under the Public Sector Equality Duty of Equality Act 2010, decision makers must evidence consideration of any potential impacts of proposals on groups who share protected characteristics, before decisions are taken. This includes any decisions relating to how authorities act as employers; how they develop, evaluate and review policies; how they design, deliver, and evaluate services, and how they commission and procure services from others.
- 15.2 Section 149 of the Act requires public bodies to have due regard to the need to:
- Eliminate unlawful discrimination, harassment, victimisation, and any other conduct prohibited by the Act;
  - Advance equality of opportunity between people who share a protected characteristic and people who do not share it; and
  - Foster good relations between people who share a protected characteristic and people who do not share it.
- 15.3 Protected characteristics defined by law include race and ethnicity, disability, sex, gender reassignment, age, sexual orientation, pregnancy and maternity, and religion or belief and marriage and Civil Partnership. The law now recognises gender identity along with gender reassignment.
- 15.4 Having due regard means there is a requirement to consciously address the three tenets of the Equality Duty within decision-making processes. By law, assessments must contain sufficient information to enable the local authority to show it has paid 'due regard' to the equality duties; and identified methods for mitigating or avoiding adverse impact on people sharing protected characteristics. Where a decision is likely to result in detrimental impact on any group with a protected characteristic it must be justified

objectively.

- 15.5 An overarching equality impact analysis was undertaken as part of the design and consultation phase. This report is to provide the committee with a progress update on the implementation of the new organisational design and reporting structure for the three most senior management tiers. As a result, there are no equality implications arising from this report. It is noted that, as we continue to implement elements of the restructure, we will need to continually review implementation arrangements to ensure we meet obligations under the Equality Act 2010, and that we are actively demonstrating commitment to our values.
- 15.6 The Equalities Impact can also be cross-referenced to the separate report on 'The Senior Leadership Recruitment Campaign 2021/22' and the detailed appendix that provides equalities data.

*Approved by:* Barbara Grant, Programme Manager on Behalf of Denise McCausland, Equality Programme Manager

## **16. DATA PROTECTION IMPLICATIONS**

- 16.1 WILL THE SUBJECT OF THE REPORT INVOLVE THE PROCESSING OF 'PERSONAL DATA'?

**NO**

- 16.2 HAS A DATA PROTECTION IMPACT ASSESSMENT (DPIA) BEEN COMPLETED?

**NO**

- 16.3 The report will not require any processing of personal data

Approved by: Dean Shoesmith, Chief People Officer

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**CONTACT OFFICER:** Katherine Kerswell, Chief Executive  
[Katherine.kerswell@croydon.gov.uk](mailto:Katherine.kerswell@croydon.gov.uk)

### **APPENDICES TO THIS REPORT:**

- Appendix A- Report to the Appointments Committee on 23 June 2021
- Appendix B- Organisational Redesign Transition Plan
- Appendix C- New reporting structure which became live on 01 November 2021
- Appendix D- Housing Improvement Plan
- Appendix E- ASCH strategy 2021-25
- Appendix F- The Children's Continuous Improvement Plan 2021-24

**BACKGROUND DOCUMENTS:**  
N/A



<b>REPORT TO:</b>	<b>APPOINTMENTS COMMITTEE</b> <b>23<sup>rd</sup> JUNE 2021</b>
<b>SUBJECT:</b>	Organisational Redesign of Croydon Council Response to the consultation
<b>LEAD OFFICER:</b>	Katherine Kerswell - Interim Chief Executive
<b>CABINET MEMBER:</b>	Councillor Hamida Ali – Leader of the Council Councillor Stuart King – Croydon Renewal
<b>WARDS:</b>	All

**SUMMARY OF REPORT:**

This report proposes a new organisational design and reporting structure for the three most senior management tiers at Croydon Council and the creation of 6 directorates. This proposed new design is in response to the consultation with the staff who were directly affected and all other Council staff and elected members. Over 108 members of staff individually commented on the proposals as well as many more commenting in the workshops and webinars that have been held.

The new proposed design aims to ensure the Council can deliver more effectively on its business strategy, address the significant service quality improvements and workplace culture changes required by having focused and sufficient management capacity and ensuring a more consistent, corporate and effective internal control system.

The overall cost savings from the proposed restructure total £834,963 which is a 6.5% saving on the pay bill for the three most senior tiers of management.

These cost savings have had to be taken across two financial years due to the pause in the restructure process.

For the 2021/2022 budget, cost savings of £315,129 have been delivered from the first part of the restructure.

For the 2022/2023 budget, the forecast cost savings are £519,834 with a part year effect in this financial year to be determined and reported to members in the monthly Cabinet report when known.

The proposed design also introduces new roles for senior and other staff to develop more cross Council roles, role enrichment and development opportunities.

## **POLICY CONTEXT**

### **The new 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 to keep our streets clean and safe.

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

### **The 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.

## **FINANCIAL IMPACT:**

As the restructure had to be paused in February 2021, some of the savings that would have been delivered by its proposals were taken as part of the overall savings for the 2021/2022 budget. Those cost savings total £315,129.

The cost savings from the proposals in this report for the full restructure total an additional £519,834.

These cost savings will contribute to the 2021/2022 budget as a part year effect from the implementation of the new structure which is intended to be in place in the autumn of 2021. The £519,834 full year effect will not be available until the financial year 2022/2023.

In total the proposed restructure will save 6.5% or £834,963 on current senior management costs.

If these proposals are agreed and are then implemented, the objective will be to avoid the termination of employment, on the grounds of redundancy, of all affected employees wherever possible. It is possible that in a very few cases that may be unavoidable and costs for redundancy payments will arise. These costs will need to have first call on the savings in the first instance. These costs cannot be estimated at this stage.

The costs of the recruitment support if any vacancies arise in this process will also need to be met out of the savings in the first instance. These costs cannot be estimated at this stage. The recruitment support will be sought through a competitive process.

**RECOMMENDATIONS: Members are recommended to agree the following recommendations and refer this report to Full Council on 5<sup>th</sup> July 2021 for its approval.**

- i. Agree the proposed new organisational design, structure (Appendix D) and job roles (Appendix G) for the three most senior tiers of management at Croydon Council, noting the consultation feedback and the many changes that have been made to the draft proposals following that feedback.
- ii. Note the grading of the posts will be in accordance with the 2021/22 Council pay policy as agreed at Appointments Committee 19<sup>th</sup> February 2021 and at Full Council on 8<sup>th</sup> March 2021.
- iii. Note the intended “go-live” timing for the proposed restructure of autumn 2021 and that a transition plan from the 5<sup>th</sup> July to the go live date will be drawn up.
- iv. Note the time limited period for this structure as part of the significant capacity investment needed to deliver the Croydon Renewal Improvement Plan and agree that a restructure will be commenced no later than the autumn of 2023 to review the resources and capacity required at that stage.
- v. Note the financial savings from this proposed restructure and the reduction of 12 senior posts.
- vi. Note the job descriptions for the corporate director, director roles and new heads of service roles in the proposed new structure. (Appendix G)

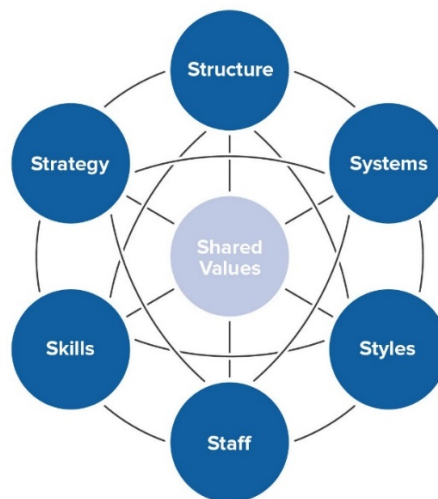
- vii. Note that the Council programme of moving all its services into a localities blueprint ceases and that localities is now focused solely upon adult social care and health as a service delivery model.
- viii. Note that in accordance with the Council's Restructuring and Reorganisation Policy, all staff directly affected by this proposed decision will be contacted by the interim Chief Executive or their relevant line manager and will receive notification from Human Resources.
- ix. Agree that further reviews are undertaken into the areas outlined at section 7.
- x. Agree the introduction of the shadow management team, the heads of profession role and the Council wide project teams and a report be brought to Cabinet to consider the first series of project activity once the proposed new structure as soon as is reasonably practical.
- xi. Agree the use of the new vocabulary to describe the proposed new management arrangements which will be incorporated into the codes of practice and governance documents.
- xii. Agree that the Code of Officer Conduct, the Staff – Councillor Code of Conduct, the Code of Corporate Governance, the Monitoring Officer Code, the Financial Regulations and any other relevant Council codes or parts of the constitution be updated to reflect this report and the new vocabulary.
- xiii. Agree that the Council website and intranet be updated to reflect these new arrangements when implemented.
- xiv. Note the further work required to introduce an improved system of internal control as outlined at paras 5.18-5.25
- xv. Note that an internal communications plan be drawn up and delivered to explain the new structure and to ensure all staff are aware of the new changes and manage the process from this decision date to the formal go-live date of the new design.
- xvi. Note that a cultural change programme will be drawn up that will incorporate the communications activity in xvi above and also build a full understanding of the new ways of working incorporated in this redesign.
- xvii. Authorise the interim Chief Executive to commission a positive action based marketing and recruitment campaign to handle any vacancies that may arise from this process and which needs to be designed to attract a very diverse field of applicants.

## **1. INTRODUCTION - RESTRUCTURE OR REDESIGN?**

- 1.1 This report presents to members a proposed new design and reporting structure and arrangement of the three senior management tiers in 6 new directorates.
- 1.2 One of the reasons for this proposal is that for an organization, such as Croydon Council, with its' complex governance arrangements, accountability for significant amounts of public money, statutory duties and powers to carry out essential functions and a very wide range of services to deliver; a simple restructure or reorganisation of reporting relationships is insufficient.
- 1.3 This report proposes to members a new organisational design for Croydon Council that attempts to reshape and align its component parts towards more effectively achieving its business strategy, delivering the Croydon Renewal Improvement Plan and responding to the Council's current very challenging operating context.
- 1.4 As members will be aware that operating context consists of the impact of the Covid-19 pandemic on the communities, the businesses, the jobs, health and livelihoods of the people living in the borough as well as the range of independent external reports commenting upon and criticising the Council's recent past history.
- 1.5 These reports include the Report in the Public Interest, the non-statutory Rapid Review Report, the Section 114 Notices, the MHCLG capitalisation direction of £120m (with a further £30m to be considered), the recent independent ARK report into the housing service, the Social Housing Regulator's report and the views of the Independent Assurance Panel as expressed in their quarterly letters to the Secretary of State.
- 1.6 In looking ahead to the Council's medium term future, the delivery of the Croydon Renewal Plan is an essential part of the operating context that this redesign is responding to.



- 1.7 The proposed organisational redesign is a re-purposing of the Council and its resources. The approach taken has been to view the Council as a whole and to review the senior management structure as part of an inter-connected system along with the Council’s other staff, shared values, skill sets, style and strategies. The consultation document issued on 9<sup>th</sup> December 2020 to all staff as well as those staff directly affected in the top three tiers of management, referenced the thinking behind the McKinsey “Seven S” model to guide responses to its proposals.<sup>1</sup> The Council must be seen as a whole system and be able to be more than the sum of its parts.



- 1.8 The recommendations of this report seek to answer the relevant conclusions of the different independent external reports and also arrange the Council’s resources to more effectively support the significant requirements needed to deliver the Croydon Renewal Plan.

<sup>1</sup> <https://www.mckinsey.com/business-functions/strategy-and-corporate-finance/our-insights/enduring-ideas-the-7-s-framework#>

- 1.9 The redesign of an organisation is something that needs to be regularly considered by the leadership of any organisation. The Local Government and Housing Act 1989<sup>2</sup> gave this duty to the statutory post of Head of Paid Service to prepare a report to the authority when considered appropriate, setting out proposals for *“the manner in which the discharge by the authority of the different functions is co-ordinated, the number and grades of staff required by the authority for the discharge of its functions and the organisation of the authority’s staff and the appointment and proper management of the authority’s staff”*.
- 1.10 This report is presented to members under this duty. This is a non-executive matter and as such is presented to the Appointments Committee and then will be referred to Full Council. The Council’s constitution Article 12.3(a), requires that:
- “The Chief Executive shall report to the Council on the manner in which the discharge of the Council’s functions is co-ordinated and the staff required for the discharge of functions”*.
- 1.11 Historically public sector organisations were often seen as overly stable with little change in staffing numbers or arrangements. However this is no longer the case. The Council must ensure it serves its residents in the most cost effective and efficient way, delivering its duty of best value and responding appropriately to its external and internal context. That requires a continual reassessment of the manner in which its resources are organised.
- 1.12 Most organisational designs and structures remain relevant for a period of 3-5 years and then require re-assessment. The Council is focused on the delivery of the Croydon Renewal Plan which seeks to have concluded the majority of its actions by March 2024. The design and structure of the Council will be reassessed no later than autumn 2023 to clarify what resources and capacity are needed at that point. Therefore this structure has a life of approximately two and a half years.

## **2. CONSULTATION**

- 2.1 A wide range of consultation activities have taken place on these restructure proposals both informally and formally and with our health partners.
- 2.2 Informal consultation with the Executive Leadership Team (ELT) began on 18<sup>th</sup> September 2020 after the interim chief executive joined the Council and the first ELT away day was held to review the Council’s situation. Early discussion was held on the goals and purpose of the Council and what was needed to help the Council recover.

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<sup>2</sup> <https://www.legislation.gov.uk/ukpga/1989/42/section/4>

- 2.3 A dedicated ELT workshop was held on 9<sup>th</sup> October 2020 on the organisational redesign of the Council, building on that earlier conversation. On the 10<sup>th</sup> October 2020, the interim chief executive notified ELT members that there would be a series of informal consultation meetings held with them to discuss the proposed new design of the Council and that the outcome from those meetings would form the basis of the formal consultation proposals to be launched later in the Autumn. Informal consultation meetings were held with all of the then ELT on the 13<sup>th</sup>, 16<sup>th</sup> and 18<sup>th</sup> November 2020.
- 2.4 The Corporate Leadership Team (CLT) meeting of 26<sup>th</sup> November 2020 also discussed the proposal to redesign of the Council and the informal consultation process. On 27<sup>th</sup> November 2020 an email was sent to all of CLT asking for their thoughts on the redesign of the Council and posed a question. *“Considering the Council’s current context and the challenging issues it is facing, do you view the current management arrangements as maximising the Council’s capacity to meet that challenge? Do you consider our current arrangements as fit for purpose? If so, why and if not, what suggestions might you have to improve our arrangements so that they do enable the Council to deal with the challenges it faces”*
- 2.5 The 25<sup>th</sup> November 2020 Cabinet report *“Croydon Renewal Plan and the Croydon Renewal Improvement Board”* recommendations noted that the interim chief executive was to commence formal consultation on a restructure of the Council’s management arrangements. The report commented on the need for the restructure to ensure capacity and capability was available to deliver high quality services, that finances were appropriately controlled and managed and that there was a sound understanding of risk at the heart of the Council.
- 2.6 The report also stressed the need to review the training for staff in financial management, budget setting, and programme and project management, the writing of business cases and risk management. It also stressed the need for a new system of internal control to be implemented and a new way of working with residents, local business and the Council’s partners to be developed.
- 2.7 Whilst a number of these elements have to be dealt with separately from changes in a restructure of reporting relationships, they are all vital ingredients of the proposed new design of the Council and will be referred to later in this report.
- 2.8 Formal consultation commenced on 9<sup>th</sup> December 2020 with a closing date of 29<sup>th</sup> January 2021. The period offered for consultation was longer than the statutory requirement.
- 2.9 Meetings were offered to all of ELT and CLT as part of that process and comments welcomed on the draft proposals circulated by email to all ELT, CLT and heads of service. All of the Council’s staff and elected



members were also invited to comment on the proposals, not just those staff directly affected in the top three tiers of management. As the Council has been involved in a long-term and joint partnership on integrated working with health partners, the chief executive of Croydon Health Services NHS Trust was also consulted.

- 2.10 Members should also recall that during the autumn of 2020, there was a considerable amount of engagement with staff across the Council. The interim chief executive launched a staff survey and series of workshops with staff in October 2020 and staff shared their thoughts on how well the Council was working. There were also a series of webinars held with the Leader of the Council where staff talked a great deal about the Council and how it was not working effectively. Nearly two thousand members of staff have participated in these events to date. The outcome from these events has also shaped the draft proposals shared in the formal consultation.
- 2.11 The commitment was given for this to be genuine and meaningful consultation and as evidence of that approach, during the consultation period, a further updated note was published on 13<sup>th</sup> January 2021, sharing feedback received by that date, plus the proposed new corporate director and director job descriptions, a second version of the proposed structure charts, an update note on the impact on current posts and the senior pay policy for consultation
- 2.12 On 28<sup>th</sup> January 2021 a further consultation update note was published sharing the indicative grades for the proposed new posts, draft job descriptions for heads of service and some further ideas that had emerged from the consultation meetings.
- 2.13 The consultation ended on 29<sup>th</sup> January 2021. Late replies were still accepted into the early part of the following week.
- 2.14 Work on the feedback received during the formal consultation was then paused on 8<sup>th</sup> February 2021 due to other formal processes being enacted in regard to the executive leadership team. 108 responses were received in the consultation period and several were on behalf of whole teams so more staff than 108 have directly contributed.
- 2.15 The recognised trade unions were all formally consulted as part of this process and feedback was received from them which will be referred to later in this report.
- 2.16 The work on this proposed redesign has now been able to recommence. The Council urgently needs to resolve its operating structure and fill a number of vacancies at tiers 1-3. This has been a consistent request of the Leader and Cabinet as well as the Improvement and Assurance Panel. As such the work to conclude the outcome of the restructure is being done at pace.

- 2.17 This final report will be discussed with the trade unions at a meeting held before the Appointments Committee and the outcome of that meeting will be shared with members at the meeting.
- 2.18 There will also be meetings held with the majority and opposition groups and the Cabinet and the Leader of the opposition. Feedback will also be brought to this Committee from those meetings.
- 2.19 As the Council is working with the Improvement and Assurance Panel, this report will also be shared with them and their views shared with members at the Appointments Committee. The timing of their joining the Council coincided with the restructure being paused so they were not party to the full consultation period. The Local Government Association will also be asked for their views and these too will be shared with members at the committee.

**3. PRINCIPLES OF THE PROPOSED NEW DESIGN**

- 3.1 The 25<sup>th</sup> November 2020 Cabinet report “*Croydon Renewal Plan and the Croydon Renewal Improvement Board*” noted in its recommendations the replacement of the Council’s Corporate Plan with a set of the new administration’s Priorities and Ways of Working. The full document outlining these and the reasons for them was shared with Cabinet and is attached to this report at Appendix A. This replacement of the Corporate Plan with these new priorities was approved at Full Council on 30<sup>th</sup> November 2020.
- 3.2 The agreed new priorities and ways of working form an essential part of the principles for the proposed new design of the Council and are as follows:

<b>Priorities</b>
<ul style="list-style-type: none"> <li>• We will live within our means, balance the books and provide value for money for our residents.</li> <li>• 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.</li> <li>• 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 to keep our streets clean and safe.</li> </ul>

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

### **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.

3.3 The informal consultation and the feedback from the staff workshops and webinars also raised a number of design principles that were consulted upon. These were:

- Financial sustainability - delivering the medium term financial plan
- Well-being of the people of Croydon post covid
- Regeneration of the Croydon economy post covid
- Essential core service provision
- Digital enabled service delivery
- Equality and diversity
- Health Integration
- The power of One and
- Responding to the independent reports' requirements
  - To restructure the Council,
  - The Chief Finance officer / S151 reporting directly to the Chief Executive Officer,
  - Establish a Programme and Project Management Office,
  - Ensure there is sufficient capacity to deliver the Improvement Plan and that managerial capability is strengthened and,
  - Improve the commercial skills of senior management and ensure there is sufficient resource to effectively manage the

relationships with the Council's companies and its other entities.

- 3.4 The Administration has also been developing its service policy priorities over the period of the consultation and these too have influenced the final proposals and design of the Council.
- 3.5 An overarching priority across all services is the need to reset the relationship with residents, rebuild trust between the residents of Croydon and their Council and build an engaged, inclusive working environment.
- 3.6 Other more service focused priorities of the new administration such as sustainable communities, regeneration and housing, the need to continue to protect the people of Croydon from violence, work on the Borough of Culture in 2023, to move safely out of lockdown and the vital need to support the economic recovery of the borough; all feature in the design of the proposed new organisation.
- 3.7 In addition to those specific design principles, a growing theme was developing through the staff feedback in the workshops and the webinars and also through the independent ARK report into the housing service of the need for the Council to fundamentally rethink its workplace culture.
- 3.8 The Council's current values are "one team, proud to serve, honest and open, taking responsibility, and valuing diversity", and in their own right seem appropriate and relevant descriptors. 60% of staff participating in recent workshops felt that we were only partially living up to these and that there was a strong desire for these to be refreshed and explicitly demonstrated in the new Council going forward.
- 3.9 Other words came through the feedback such as "listening", "taking ownership", "empathy", "curious" and a very strong demand for a culture where everyone felt engaged, valued, included and that they truly belonged.
- 3.10 These words are only demonstrated through the behaviours of the Council's managerial leadership and all staff. The organisation design has built in requirements in job descriptions and roles to drive these new behaviours. Engagement and productivity research<sup>3</sup> has demonstrated that the more a member of staff feels able to "bring their whole selves to work", to feel fully a part of the organisation, respected, valued and trusted; the more service quality improves, the relationship with customers of the organisation improves and productivity increases.

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<sup>3</sup> See F Herzberg writings e.g. Harvard Business Review 2003

3.11 The often quoted (alleged) Peter Drucker saying; that “culture eats strategy (and structure) for breakfast”<sup>4</sup> needs to be understood in this context. This is why this report does not simply concern itself with proposed new reporting relationships for the Council.

#### **4. FINAL PROPOSAL FOR THE NEW OPERATING DESIGN OF CROYDON COUNCIL**

4.1 The current reporting structure of Croydon’s most senior tiers of management is attached to this report at Appendix B.

4.2 Appendix C contains the draft reporting structure consulted upon.

4.3 Appendix D contains the final reporting structure proposals presented to this committee for approval.

4.4 The Council’s current three senior tiers of management are organised into four directorates with 6 members of staff on the executive leadership team. The chief executive and the executive director localities and resident pathway are the two posts without a directorate.

4.5 The proposed new structure changes the executive leadership team into a corporate management team and has 8 members as its core membership with 6 directorates. The chief executive is now the only post without a directorate.

4.6 The main difference between the draft structure for consultation and the final proposals are the addition of a housing directorate following the recent very serious service failures uncovered and the investment being made across the Council in service quality improvement, inclusion and performance management resources to address the requirements of the Croydon Renewal Improvement Plan.

4.7 The Council has 7 statutory posts it must allocate. 6 of the 7 are in the top three tiers of management. The remaining statutory post being that of the scrutiny officer which is situated within the democratic services & scrutiny service and is unchanged by this redesign.

<b>Statutory post</b>	<b>Job title</b>
Head of Paid Service (HoPS)	Chief Executive
Chief Finance and Section 151 Officer (S151)	Corporate Director - Resources

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<sup>4</sup> Attributed to Peter Drucker (no citation in his published works) and Mark Field President of Ford Motor Company 2006 possibly originates in Edgar Schein 1985 Organisational Culture and Leadership

Director of Children's Services (DCS)	Corporate Director - Children, Young People & Education
Director of Adult Social Services (DASS)	Corporate Director - Adult Social Care & Health
Monitoring Officer	Director of Legal Services
Director of Public Health	Director of Public Health

4.8 Not all of these posts report directly to the chief executive post. At all times the statutory posts regardless of reporting line have direct access to the chief executive. This is often referred to as a "dotted line" relationship.

4.9 Deputy roles have also been allocated for all of these roles for resilience purposes.

<b>Statutory post – deputy role</b>	<b>Job title</b>
Deputy Chief Executive & Deputy Head of Paid Service	Corporate Director - Resources
Deputy S151 Officer	Director of Finance
Deputy Monitoring Officer	Head of Legal Services - Litigation & Corporate Law
Deputy Monitoring Officer	Head of Legal Services - Social Care & Education Law
Deputy Monitoring Officer	Head of Democratic Services & Scrutiny
Deputy Director of Adult Social Care Services (DASS)	Director of Adult Social Care Operations
Deputy Director of Children's Services (DCS)	Director of Quality, Policy & Performance Improvement

4.10 There are other required roles which have also been allocated to different post holders.

<b>Other required designations</b>	<b>Post title</b>
Proper Officer	Director of Legal Services

Chief Information Officer	Chief Digital Officer & Resident Access
Senior Information Risk Owner	Chief Digital Officer & Resident Access
Deputy Chief Information Officer	Head of Digital Operations
Data Protection Officer	Head of Legal Services Litigation & Corporate Law
Caldicott Guardian	Corporate Director - Adult Social Care & Health
Caldicott Guardian	Corporate Director Children, Young People & Education
Principal Social Worker (children & young people)	Principal Social Worker & Head of Clinical Practice & Workforce Development
Principal Social Worker (adults)	Principal Social Worker & Head of Adult Mental Health & Substance Misuse

- 4.11 The Council's proposed new management reporting structure has been explicitly designed to respond to the recommendations of the various independent reports of which the Council has been subject; most particularly the Report in the Public Interest and the non-statutory Rapid Review Report.
- 4.12 These included specific recommendations for the redesign of the Council, which have all been incorporated.
- The Council is being restructured.
  - The section 151 officer now reports directly to the chief executive.
  - A programme and project management resource has been established in the 2021/2022 budget as agreed on 8<sup>th</sup> March 2021 and is situated within the Director of Policy, Programmes & Performance division.
  - A post of Director Commercial Investment & Capital has been created to bring the commercial expertise into the Council that was previously lacking and improvements will be made to the mandatory training programme on commercial skills, programme & project management and the production of business cases.

- Management capacity has been built into the structure or retained whilst the Croydon Renewal Plan is delivered. It is possible that the Council will be able to reduce its management capacity at head of service level in future. The proposed restructure in the autumn of 2023 will be charged with that.
- Significant additional capacity has been introduced in regards to performance improvement and management. This will be delivered through a service quality, productivity improvement and inclusion plan to deliver better quality services and a new relationship with the residents of Croydon.
- Improvements to the internal control system are outlined later in this report.

#### 4.13 **THE PROPOSED NEW DIRECTORATES**

##### **RESOURCES DIRECTORATE**

- 4.14 Led by the Corporate Director - Resources and Section 151 Officer, this directorate embodies the heart of the internal control environment for the Council.
- 4.15 The Director of Legal Services and Monitoring Officer is based here as part of that essential control environment, covering legal services and democratic services and scrutiny. The Monitoring Officer will work closely with the three deputies to proactively fulfil this vital governance role.
- 4.16 The Director of Legal Services is proposed to be supported by four heads of service, three of which, the Head of Legal Services Litigation & Corporate Law and the Head of Legal Services, Social Care & Education Law and the Head of Democratic Services and Scrutiny are proposed to be designated as Deputy Monitoring Officers. These deputy roles of governance and legal practice will help support both sides of the Monitoring Officer role in a more proactive way.
- 4.17 The proposed new directorate is accountable for the Croydon Renewal (financial recovery) Plan and the leadership of the effective use of the capitalisation direction received from MHCLG. It will support the implementation of the 75 recommendations from the Finance Review and the outcome of the forensic review of the Council's financial service which is due to conclude shortly.
- 4.18 Changes have been proposed to the current arrangements for the insurance, risk, anti-fraud and internal audit services and subject to this Committee's agreement, the Council is looking to explore a relationship with the South West London Partnership in regard to internal audit and



anti-fraud giving the Council even greater resilience than its current arrangements.

- 4.19 Whilst that relationship is explored, it is proposed that an interim arrangement is put in place whereby the Head of Internal Audit function is undertaken through the Mazars contract with a direct reporting relationship to the Corporate Director instead of being one removed. The insurance and risk function will also manage the anti-fraud team whilst arrangements with the South West London Partnership are progressed, and the Council's overall internal control and compliance function is reviewed.
- 4.20 It is proposed that the Director of Finance and deputy S151 officer post will be secured as a permanent deputy role and a dedicated corporate and treasury management head of finance will bring together important aspects of the function. Pensions now has a sole focus as a division. There are a reduced number of posts reporting to this Director down from 9 in the old structure to 6 to give it greater capacity.
- 4.21 A review of the council's commissioning and procurement function is underway and is imminently due to conclude. A dedicated Head of Procurement is proposed to be established here once the final outcome of the review has been agreed. This would cover procurement governance including the buying function and a procurement function delivering tenders for the organisation and market assessment.
- 4.22 A new Director of Commercial Investment and Capital is proposed to be based here bringing new commercial expertise to the Council. This post will deal with asset sales and will also have oversight of the planning and delivery of the Council's capital programme for its infrastructure and schools expenditure (not the HRA) and a new combination of the Council's estates, facilities and asset management service. Fire and health and safety responsibilities for Council homes will be situated within the housing directorate and health and safety for the Council will also reside in this division.
- 4.23 There will be a need for additional commercial resource to be provided and it is under consideration as to whether that is an officer resource to be appointed permanently or whether that should be a financial resource to bring in external skills as required.
- 4.24 There has been significant criticism in recent reports the Council has received, over the culture and practice of governance in the Council and a programme of development for members and officers has begun to be developed. Further resource needs to be identified in terms of support for members to co-ordinate and support their development activity with the Members' Learning and Development Panel.

- 4.25 The proposed new Council design introduces a new role of head of profession which will be explained later in this report. The Corporate Director of Finance is proposed to be designated the head of profession for finance management.

**Changes from the published draft proposals for consultation for this proposed directorate.**

- 4.26 The payments, revenues, benefits and debt service has been returned to this directorate following consultation feedback not to move it to the Resident Access division in the Assistant Chief Executive directorate.
- 4.27 The resilience function was proposed to be moved here and following feedback it will be based in the Director of Policy, Programmes and Partnership division in the Assistant Chief Executive's directorate.

**ASSISTANT CHIEF EXECUTIVE DIRECTORATE**

- 4.28 This is a proposed new directorate for the Council and brings together a number of functions currently situated in different parts of the Council.
- 4.29 It is proposed to place the Director of Policy, Programmes and Performance role here to manage the essential supporting infrastructure for the Croydon Renewal Improvement Plan.
- 4.30 The directorate will also deliver effective HR support to staff and managers, support the funding of the Council's voluntary sector, relationships via the local strategic partnership, lead a new service quality and productivity improvement service building on equality, engagement and inclusion of staff, provide intelligence on and the opportunity to learn from resident feedback and service demand patterns and transform the way the Council maximises the benefits and efficiencies of a digital delivery platform for Council services. The Head of Electoral Services, Mayor's Office and Coroner's Office will be based in this directorate.
- 4.31 This directorate provides the engine room for the delivery of the Croydon Renewal Improvement Plan and has the new programme management office (PMO). The Council's existing performance team is also newly situated in this directorate and will support the work of the PMO.
- 4.32 A new division of Digital and Resident Access is proposed. This draws together the front line and telephony resident access into the Council and will lead a review across the rest of the organisation rationalising access and aligning it with the corporate digital platform. The concessionary travel service moves to the Digital & Resident Access division.

- 4.33 This division is proposed to lead a behaviour change programme in regard to the listening to and building empathy with residents, working closely with the Director of Service Quality, Improvement and Inclusion. This division is also proposed to retain the Registrars and Bereavement service as that is a very sensitive resident facing service and fits well within a resident access culture.
- 4.34 It is proposed that all customer intelligence functions are brought together from across the Council, complaints, information management, data management, FOI and SAR's; all will be located here as well as providing a more effective joined up response to residents' complaints etc. The division will be tasked with understanding the data, trends and learning from our resident's feedback and views. This has been a significant issue of concern for members, MPs, officers and residents alike. A new telephony service is currently being procured and a new member casework system is in the process of being developed to knit this together with resident contact and complaints, member and MP casework to develop a more effective service.
- 4.35 The Statutory Director of Public Health and the public health team are proposed to be moved here from the previously proposed Directorate of Public Health and Public Realm. This will enable the role to have the broadest strategic reach for its influence and direction following the very significant role it has had in the pandemic and continues to play as we inch our way out of lockdown. This post will also have a "dotted line" reporting relationship to the Chief Executive
- 4.36 The proposed new Council design introduces a new role of head of profession which will be explained later in this report. The Chief Digital Officer and Director of Resident Access is proposed to be designated the head of profession for access to information and transparency. The Statutory Director of Public Health is proposed to be the head of profession for data interpretation, business analytics and insight. The Director of Policy, Programmes and Performance is proposed to be the head of profession for programme and project management.
- 4.37 The creation of a new role of Director of Service Quality, Improvement and Inclusion is prompted by the significant service quality and productivity improvements required in Council services as identified in the external reports and in the recent ARK report into the Council's housing service. Feedback from the LGA, MHCLG and the Improvement and Assurance Panel have all highlighted in different ways, the need for a consistent corporate focus on service improvement, performance management, service quality and engaging all staff to feel fully included and take ownership. They also have all commented that changing the internal operating culture of the Council is as important a factor, if not the most important, than all the process and policy changes required.

- 4.38 Council staff have raised in the consultation, the workshops and the webinars their very profound concerns over the internal operating culture of the Council. A consistent theme from staff and from residents is the failure to engage with and include all staff and enable everyone to feel valued and able to deliver at their full potential. The sentiment of not “being able to bring my whole self to work” has been repeated in many different ways. This in turn has developed in some places, a staff to resident culture which lacks empathy, the willingness to really listen to residents and demonstrate respect.
- 4.39 Since September 2020, there have been some developments which have aimed to redress this including much more open communications from senior management in workshops and webinars, and a new Guardians scheme to give staff support and help to speak out about what is wrong and needs resolving both in services and in personal treatment. Improvements are also being made to the whistleblowing process which considering the Council’s recent history, is very low in receiving complaints.
- 4.40 A Culture Board has been in existence for a few years chaired by the previous chief executive with the chairs of the staff network. A Children’s Services Race Board was set up about 18 months ago with significant support from both Joe Montgomery CBE following his review and Lord Woolley. Discussions with both of them over this restructure and the next best steps that could be taken with both the equality, diversity and inclusion agenda and the service improvement agenda led to the design of this function.
- 4.41 Service quality, productivity and inclusion is such a fundamental element of changing the Council as per the Croydon Renewal Plan that moving quickly to change this culture along with introducing a more compliant and disciplined approach to internal control is essential. Without a significant addition of capacity this simply will not make enough progress by March 2024.
- 4.42 The proposed new role of Director Service Quality, Improvement and Inclusion will be a full member of the proposed corporate management team. This post is proposed to also be a head of profession for service quality, productivity & improvement and draw together the service improvement posts across the Council into a corporate force focused on improving service quality, inclusion and productivity. The investment in this proposed role and the staff supporting this post indicates very clearly the importance of this work to deliver the Croydon Renewal Improvement Plan. Its voice will be at the most senior management level and be able to offer advice on all Council services to corporate directors, Cabinet and all members.
- 4.43 Reporting to this post will be the Head of Learning and Development and the Head of Communications and Engagement. The policy resource on equalities that sits within the current policy, performance and

partnerships division will also move to report to this post. This division will own the Council's equality policy and strategy and will also be charged with refreshing the Council's vision and values through a wide ranging staff engagement process.

#### **Changes from the published proposals for this proposed directorate**

- 4.44 The Head of Payments, Revenues and Benefits & Debt was proposed to be placed in the Digital and Resident Access division. Following consultation feedback, this has now been moved back to the Resources Directorate and the Finance division.
- 4.45 The Director of Public Health role has been moved here from the proposed Directorate of Public Health and Public Realm and following consultation feedback has changed back into being a sole focus on public health duties but with a significant corporate focus and reach and not be combined with operational service responsibilities.
- 4.46 It was proposed to move the funding of the voluntary sector infrastructure bodies and the relationship with the LSP into the Public Realm and Public Health directorate. Following consultation feedback it is proposed to leave it where it is currently in the Policy, Programmes and Performance division.
- 4.47 It was proposed to move the resilience functions (Emergency Planning & Business Continuity Planning) into the Public Health and Public Realm Directorate. Following consultation feedback, this will now be placed in the Policy, Programmes and Performance division in this directorate.

#### **ADULT SOCIAL CARE AND HEALTH DIRECTORATE**

- 4.48 The focus of this proposed new directorate is to safeguard vulnerable adults living in the borough and to seek to enable a greater quality of life as well as a longer life for those in the Council's care. It is also charged with enabling those receiving care to be in control of their choices and payments.
- 4.49 The directorate will also deliver an integrated adults' NHS health and social care system across the borough, through the One Croydon Alliance ensuring the quality of operational service delivery for those receiving care and reducing costs and managerial overheads whilst retaining democratic control and oversight over Council care services.
- 4.50 The Adult Social Care & Health directorate retains the existing adult social care functions. The current financial context of the Council is dominated in part by the comparatively high cost base of expenditure on adults' services and the need to address a structural deficit in expenditure and rebalance the comparative costs of the service with other London councils.

- 4.51 Whilst the delivery of the medium term financial strategy is ensuring those budgetary adjustments and savings are safely made to adult social care, the proposed directorate will be focused on reviewing all its expenditure on placements and its thresholds of access into the care system to bring Croydon's expenditure into line more with the London average.
- 4.52 The proposed directorate also has the transition service for young people moving into adult disability services from the children, young people and education directorate.
- 4.53 The proposed directorate will pursue the completion of the localities programme. It will also continue the integration programme with local NHS colleagues. The localities programme will not be applied to other Council services.
- 4.54 The Croydon adult support service, the commissioning of the rough sleeping service, appointee-ships and deputy-ships, the front door team and financial assessment all currently in the Gateway division; will move into this directorate.
- 4.55 A review of the council's commissioning and procurement function is underway and is imminently due to conclude. Following the outcome of the commissioning and procurement review, commissioning services will be moved into this directorate and will report to the Director for Adult Social Care Policy & Improvement. There may be further reviews and job evaluation required at that stage.
- 4.56 The proposed new Council design introduces a new role of head of profession which will be explained later in this report. The Director for Adult Social Care Policy & Improvement is proposed to be designated the head of profession for commissioning and procurement.

**Changes from the published draft proposals for consultation for this proposed directorate.**

- 4.57 The only change to the published draft proposals to the final proposals is the identification of the Director of Adult Social Care Operations as deputy DASS.

**CHILDREN, YOUNG PEOPLE AND EDUCATION DIRECTORATE**

- 4.58 The focus of this proposed directorate is to safeguard vulnerable children and young people, to enhance the quality of life of children and young people in the borough, champion the full achievement of their potential and to support all schools in the borough in attaining great educational outcomes for all our children.
- 4.59 The existing directorate has been through significant change over the last few years following the prior Ofsted "inadequate" report and the two year journey to receive a "Good" Ofsted rating in March 2020.

- 4.60 The directorate has had significant transformation investment in its services. The directorate leads the Council's work in supporting unaccompanied asylum seeking children and young people and the vital work to ensure that the government properly funds the service.
- 4.61 The focus on improvement in children and young people's services should never cease and the improvement activity of the directorate must continue alongside the work to reframe its expenditure more in line with the London average.
- 4.62 The post of Director of Quality, Policy and Performance is now proposed to be made permanent and the Head of Service of Performance and Business Intelligence will build on and sustain the work done to date and add capacity to take the services into their next phase of improvement activity.
- 4.63 The Education division has consistently provided effective support and challenge to Croydon schools, contributing directly to the good education standards across the borough. The proposals build on this to implement the SEND strategy to educate more children in borough, contributing to the Dedicated Schools Grant recovery plan. Alongside this an expanded Head of Access to Education will bring together school standards and leadership of the virtual school to ensure there are consistently high expectations for children and young people across Croydon including those in our care.
- 4.64 The proposed Children, Young People and Education Directorate has an overview and responsibility for children and young people from birth (Children's Centres, PVI's, Childminders, Nursery, Primary and Secondary schools) through to age 16 and up to 18 if attending a sixth form. A gap in support for those young people post-16 that attend a college has been identified in the consultation. The proposal is for the Education division to have responsibility for Colleges clearly identified. This will ensure that there is all education provision in one area of the Council, resulting in an all age education strategy, transparency for families and an alignment with the Education Partnership that will be developed with all education providers across the borough. Whilst it is proposed that CALAT moves to the Sustainable Communities, Regeneration & Economic Recovery directorate to refocus its approach on skills for employment post the pandemic, it will retain close links with the division.
- 4.65 A review of the council's commissioning and procurement function is underway and is imminently due to conclude. Following the outcome of the commissioning and procurement review, it is proposed that commissioning resources will be moved into this directorate and will report to the Director of Quality, Policy and Performance. There may be further reviews and job evaluation required at that stage.

**Changes from the published draft proposals for consultation for this proposed directorate.**

- 4.66 The only changes that have occurred between the draft proposals and the final proposals presented to this committee are changes in job titles. Workforce Development has been incorporated into the Principal Social Worker role and Adolescent Services have moved to the Head of Advice, Support and Intervention.

**SUSTAINABLE COMMUNITIES, REGENERATION & ECONOMIC RECOVERY DIRECTORATE**

- 4.67 The focus of this proposed directorate is to ensure the safe and effective delivery of the vital regulatory duties the Council has in terms of planning, licensing, highways and parking services, independent travel, and environmental health; to safeguard vulnerable people at risk of violence and anti-social behaviour, to develop new strategic and sustainable regeneration proposals, drive the economic recovery of the borough post covid and offer skills development opportunities for local people, to also safeguard and manage the public realm and the many beautiful parks and open spaces in the borough and to develop the Council's cultural offer for the Borough of Culture 2023, including the museum, libraries, music and arts and leisure service.
- 4.68 The proposed directorate has a new division of Planning and Sustainable Regeneration which is the home to the planning, growth, regeneration, economic recovery services and CALAT – the adult learning and skills functions. These will be refocused to support the longer term economic development, recovery and regeneration activity of the borough which is still underway although slower than before due to the pandemic and will support the needs of local people in gaining new skills and employment.
- 4.69 The future model and direction of the Council's library service will be led from the Culture and Community Safety division and the Council's Music and Arts service is also based here, aiming to maximise the influence and reach of that service and its contribution to the Borough of Culture. It will retain its links with the education service as well.
- 4.70 The proposed new Council design introduces a new role of head of profession which will be explained later in this report. The Director of Sustainable Communities is proposed to be designated the head of profession for resident voice.
- 4.71 A review of the council's commissioning and procurement function is underway and is imminently due to conclude. Following the outcome of the commissioning and procurement review, it is possible that commissioning resources will be moved into this directorate.

**Changes from the published draft proposals for consultation for this proposed directorate.**



- 4.72 This proposed directorate and the proposed new Housing directorate show the greatest amount of changes from the draft proposals.
- 4.73 It is proposed that the Statutory Director of Public Health is moving to the Assistant Chief Executive's Directorate. A new Director of Culture and Community Safety has been proposed to give the necessary senior capacity to the cultural offer the Council has and harness its benefits for regeneration as well as planning for the Borough of Culture in 2023.

#### **HOUSING DIRECTORATE**

- 4.74 This proposed directorate will be focussed solely on the Housing service. This will cover the assessment of housing need and homelessness through to temporary accommodation and allocations into Council homes and the tenancy relationships and the management and maintenance of the Council properties. It will also manage the HRA capital programme and the forward planning of proactive maintenance and any estate regeneration. It will also update and produce the strategies and policies that the Housing service is required to deliver.
- 4.75 The directorate has a proposed new post of Corporate Director, two Directors and has two new heads of service as well.
- 4.76 This level of investment and senior management capability and capacity is deemed necessary due to the very serious concerns revealed over the quality of the Council's housing service at Regina Road and the independent ARK report.
- 4.77 Other services that are proposed to move into this division from the Gateway division are the community resources delivery officer, the rough sleeping service, the discretionary support team & administration of Department of Work and Pensions grant to support residents to prevent homelessness and provide emergency funding, emergency accommodation /temporary accommodation, income collection, the statutory homelessness function and No Recourse to Public Funds service.
- 4.78 A review of the council's commissioning and procurement function is underway and is imminently due to conclude. Following the Commissioning and Procurement review, it is possible that commissioning resources will be moved here.
- 4.79 Once the housing improvement plan has been in operation for 18 months or has achieved most of its milestones: whichever is the earliest, the need for a totally separate housing directorate will be reviewed.

#### **Commissioning and Procurement**

- 4.80 The existing division of Commissioning and Procurement is proposed to be deleted in this restructure. A review is underway into that division which is expected to be concluded very shortly and then the services it currently delivers will be proposed to be embedded within the main

services directorates which includes commissioning activity and contract management with a corporate procurement role in the Resources Directorate.

- 4.81 There are a number of Heads of Service posts and staff reporting to them that are affected by this review. As it is not yet concluded, they have been held outside this restructure and are shown on the final page of the proposed new structure chart. It is appreciated that this is an unsettling time for all those staff and work will be expedited to ensure the review concludes swiftly and their destination divisions are formally agreed as soon as possible.
- 4.82 The intent of the review is to retain a head of service procurement post to be based in the Resources directorate and then the commissioning and other brokerage roles to be moved closer to service delivery in the other directorates. The Council's structure will be updated once it is concluded.
- 4.83 The Community Equipment service that currently works within the Commissioning and Procurement division has been moved in advance of the rest of this review to report into the Director of Adult Social Care Operations.

## **5. THE PROPOSED NEW DESIGN OF THE COUNCIL**

- 5.1 In addition to the proposed new directorates, other changes are also proposed which will help deliver a new operating style and culture at the Council.

### **Corporate Management Team**

- 5.2 A proposed "Corporate Management Team" (CMT) will replace the Executive Leadership Team. The language used for the new title of the meeting of the Council's most senior managers is deliberately chosen.
- 5.3 This is to reflect their focus on managerial leadership of the whole Council staff and across the Council's overall functions. It signals a step forward from the silo-ed behaviours of the past. It avoids any confusion with the community leadership role of elected Members and their specific responsibilities to lead the Council and the wider borough. It also avoids any confusion with the specific Constitutional position where the Leader and Cabinet are formally the Council's "political executive".
- 5.4 This change therefore clarifies that while the Leader and Cabinet lead the Council as a whole, it is the Council's appointed officials who manage the services and lead the organisation's staff.
- 5.5 Membership of the CMT will consist of a core group with other officers able to request attendance at it for specific matters or to place items on the agenda for discussion. All members of the CMT and all directors will receive weekly copies of the papers to build understanding and openness. A cascade relationship of briefings will take place from the

CMT to directorate management meetings and then onto divisional meetings.

- 5.6 Each member of the management team will take on a lead role for one of the staff networks and will be a champion for their work. Where the roles align they can work closely with the member champions as well.

<b>Core CMT membership</b>	
Assistant Chief Executive	Director Service Quality, Improvement & Inclusion
Chief Executive	Corporate Director Housing
Corporate Director Adult Social Care & Health	Corporate Director Resources
Corporate Director Children Young People & Education	Corporate Director Sustainable Communities & Regeneration
<b>Standing members of CMT</b>	
Statutory Director of Public Health	Director of Legal Services – Monitoring Officer
Head of Insurance, Anti-Fraud & Risk	Internal Audit
Director of Human Resources	Head of Communication & Engagement
Director of Policy, Programmes & Performance	

- 5.7 In order to develop staff knowledge of the whole Council's operations and to offer opportunities for development, it is proposed that a shadow corporate management team will be developed from front line / non-management staff across the Council. This will be a similar model to a non-executive director role and is something that the national civil service has used.
- 5.8 They will be given the management team papers and be asked to hold the meeting in the same way as CMT and one of their number each week will be asked to attend CMT to offer their views and conclusions.
- 5.9 These roles will circulate and will be held for a period of approximately three months. Training will be offered to those under taking these roles. CMT will significantly benefit from having a front line perspective on many of the matters it discusses and it will help build openness and

understanding across the Council as well as offer development and learning opportunities for those staff involved.

**A new vocabulary**

- 5.10 To support the proposed new system of internal control, and to operate in a more co-ordinated fashion, the Council’s management needs to adopt a new shared language of describing activity and role
- 5.11 The change in language of posts and meetings and the sharing of the same language is intended to achieve two outcomes. One is a shared understanding across the Council of what is being referred to and how it all connects. The other is to emphasise the importance of management and managerial leadership in delivering efficient and effective services.
- 5.12 Feedback on this from staff was very supportive and it is proposed we adopt the following descriptions of roles and meetings.

From	To
Executive Leadership Team	Corporate Management Team
Directorate Leadership Team	Directorate Management Team
Executive Director	Corporate Director
Corporate Director	Director
Head of Service	Head of Service
Directorate / Department	Directorate
Department / Division	Division
Division / Team / Service	Service then Team

**Heads of profession**

- 5.13 The consultation proposal paper talked about *“introducing roles to be designed across the structure to be professional leads to draw together shared processes and systems.”* This is “borrowed” from the civil service where they have officers engaged in similar functional activity in different government departments and they use this model to achieve a consistent approach and quality of work across the civil service e.g. developing policy. They also use it as a way of developing staff, improving skills, networking across the service to build connections and understanding and overall enriching roles.
- 5.14 Feedback from the consultation was positive about this as an idea with further suggestions for more “professions”. Staff were also concerned

that this shouldn't be seen as an unlimited new resource and that capacity constraints still exist for these areas. This is very much about harnessing similar roles together to co-ordinate existing capacity more effectively, to create corporate communities of practice and to raise standards in the discipline.

- 5.15 If supported by members, the detail of how we will deliver this role will be defined. This is not intended to be an exact replica of the civil service model. A Croydon version will need to be defined and an agreed phasing of the professions to be rolled out so as not to overload the organisation.
- 5.16 A number of the job description have this new responsibility identified. The proposed list of posts which could hold a head of profession role are as follows:

<b>Profession</b>	<b>Post</b>
Finance Management	Corporate Director of Finance
Programme & Project Management	Director of Policy, Programmes & Performance
Service Quality, Productivity & Improvement	Director of Service Quality, Improvement & Inclusion
Access to Information & Transparency	Chief Digital Officer and Director of Resident Access
Data interpretation, business analytics and insight	Statutory Director of Public Health
Commissioning & Procurement	Director of Adult Social Care Policy & Improvement
Resident Voice	Director of Sustainable Communities

**Special Projects**

- 5.17 Feedback from staff has been consistent about the need to develop more open and equitable opportunities for staff development and to be able to work across the organisation, most recently during the tea time conversation with the Race Equality Network.
- 5.18 Various ad-hoc offers have been made to make some opportunities available since September 2020, including the involvement of colleagues in the work on the Croydon Renewal Improvement Plan.

- 5.19 The Council also has a range of ambitious strategies which require consideration across all of the Council's services but at present there are no dedicated or specific resources to do some of these. Such a strategy is the recently approved Croydon Climate Crisis Commission and the action plan to be developed.
- 5.20 If this proposal is approved by members, a programme of topics will be developed for Cabinet to prioritise and then these will be offered to staff to come forward to work on as a new range of personal development opportunities. Training will be provided for staff who participate in these special project teams. Each corporate director and director job description has been written to incorporate this activity and the release of staff to participate in these special projects

### **Internal System of Control**

- 5.21 From a review of the Council's intranet and some training resources, it is clear that Croydon Council has had a defined system of internal control – in the past called “doing the right thing”. There is a great deal in those resources on line that is of value and is still of relevance to us today. For example there is a corporate code of governance that incorporates the CIPFA “Delivering good governance” code and each directorate used to have their own scheme of management and internal controls and delegations defined and published. It is also clear from the recent number of critical external reports that this system of internal control fell into a level of disuse resulting in a nil to limited assurance rating and a qualification on the Council's accounts for value for money as well as a Report in the Public Interest and Non-Statutory Rapid Review Report criticising the internal controls on governance and financial and risk management.
- 5.22 Much work has been delivered to improve the system since the action plan to the Report in the Public Interest was published in November 2020. At the June 2021 Cabinet the update report showed nearly half of all actions have now been completed.
- 5.23 A system of internal control inside a local authority consists of a range of processes and activities that must be complied with by managers and staff to ensure effective governance and that stewardship of public money can be assured. But it is not solely about the correct implementation of policies, processes and forms. For it to be truly effective it needs to be part of the day to day management behaviours and dialogue of the Council.
- 5.24 Another very important element of an internal control system is the need for it to be effectively organised so it can form part of the business of the Council in a smooth and efficient way. It also needs to involve managers and senior managers across the Council in order for it to be a truly lived culture.

- 5.25 As part of the proposed changes to the senior management, it is proposed to introduce the first stage of a new series of internal control officer boards. These will need to be captured in the updated Code of Governance and other associated codes, regulations and references in the Council's constitution. The Council's intranet pages will also need to be significantly updated and the training refreshed.
- 5.26 A formal review of the mandatory training that all managers and all staff must undertake is also required and completion of this be reported in the assurance reports.
- 5.27 The proposed new officer boards will be:

Equality, Diversity & Inclusion	Information Management & Transparency
Finance, Risk Management and Assurance	Performance Improvement & Productivity
Health & Safety	Resident Voices

- 5.28 Each proposed board will have its own terms of reference, membership from each directorate management team and other officers and will also be allocated corporate strategies to own on behalf of the Council. The minutes of these meetings will be shared with CMT and the 6 DMTs. Participation in these boards will also be open to staff across the council as part of a development opportunity.
- 5.29 Further work is needed to map the remaining staff meetings that happen within and across each directorate and also the range of regular meetings that happen with members and officers and members, officers and partners.

## **6. FEEDBACK FROM THE CONSULTATION AND CHANGES MADE TO THE DRAFT PROPOSALS**

- 6.1 Over 108 responses were sent into the consultation with many meetings held with executive and corporate directors. A great deal of feedback was also received on the culture of the Council and the way it works through all the workshops and staff webinars. Nearly 2000 staff have been involved in those to date.
- 6.2 A formal acknowledgement was sent to each person who sent in their comments. A formal response is in the process of being sent to each respondent explaining the effect of their comments on the final proposals placed before members.
- 6.3 If consultation is to be genuine and meaningful it must be two way, and it must respond to people as well as giving due consideration to their comments. As has been explained earlier in the report, the period of time allocated to the formal consultation was longer than is legally required.

- 6.4 Finally all staff and members were invited to contribute to the consultation and not just those directly affected. The consultation did take place at the same time as some of the restructures for budget savings for the 2021/2022 budget and understandably there was some confusion in some of the responses as to which consultation was being responded to.
- 6.5 Also some staff raised queries asking what was going to happen with their specific team or post and if that wasn't in the three senior tiers of management than that was not the subject of this consultation. However as the recommendations show further work will now follow on from the overarching restructure of the Council to more specific reviews on a more local basis which do cover some of the issues raised.
- 6.6 The main themes of feedback were:
- Support for moving housing together.
  - Support for the heads of profession role.
  - Support for the move back into services of the commissioning and procurement resources.
  - Support to remove gateway although concerns about early help still being needed.
  - Support for a single resource dedicated to procurement
  - Support to join the information management, complaints, FOI, SAR and resident access services together
  - Support for bringing planning and regeneration together and retaining the skills and economic development resources there as well.
  - Support for keeping the work integrating with Health going.
  - Support for the improvement function in CFE being made permanent.
  - Strong request to boost the resources we have on service quality, improvement, equality, engagement and inclusion.
  - Support for rebuilding the trust and relationship with residents.
  - Support to resource the work on the Borough of Culture
- 6.7 There were also requests for changes from the draft proposals. The ones recommended to members to support are:
- To place the resilience team in the Assistant Chief Executive's Directorate, Policy, Programme and Performance division.
  - To retain the Statutory Director of Public Health as a strategic resource and place it in the Council to have greater corporate reach and impact.
  - To retain the voluntary sector funding support in the Assistant Chief Executive's Directorate, Policy, Programme and Performance division.
  - To move back the Payments, Revenues and Benefits and Debt division into the Resources Directorate, Finance Division.



- To not progress with a Public Health and Public Realm Directorate but to recognise the sustainability and regeneration priorities of the Council, the changing national thinking about the future of the public health service and not to alter it too much whilst the lock down / pandemic continues and to enable the housing service to become a directorate in its own right.
- 6.8 There was also disagreement that the coroner's service should move away from insurance and risk. This has been rejected due to the need to ensure the focus of the Head of Service Insurance, Anti-Fraud and Risk and the service is solely focused on the significant risks the Council has and its anti-fraud and insurance needs, as part of the essential task of improving the internal control practices of the Council.
- 6.9 Feedback from two of the recognised trades unions was received. The majority of one union's feedback was focused on the savings proposals and restructures for the 2021/2022 budget.
- 6.10 The other feedback received offered a much reduced senior management structure at head of service level for the Council. It proposed seven heads of service be removed. This was achieved by reducing the four heads of HR to two, the four heads of finance to 2, two childrens' and two adults social work heads of service to one each, and merging 6 posts in the public realm directorate (as was) into 3. Whilst this feedback is helpful, at this stage this is not agreed with. However the further restructure that is flagged in this report that will take place no later than the autumn of 2023 will directly consider these proposals as part of the assessment of what capacity is needed once the Council has achieved much of the Croydon Renewal Plan milestones. It is vital at this stage that we retain enough capacity and bandwidth to be able to deliver both the services we must do for the residents of Croydon but also deliver the Croydon Renewal Plan.
- 6.11 Due to the considerable amount of work developed on the health integration agenda, the chief executive of the Croydon Health Services NHS Trust sent in views on the proposed restructure. Options of fast tracking the integration of health and adult social services was submitted along with proposals to merge the DASS with a director of the NHS Trust management team. The proposals do reflect a number of other local authority and NHS arrangements which have shown positive benefits for more effective and efficient adult social care and health services. However at this stage with the need to fundamentally reduce the cost base of adult social care, these comments have been rejected. However, when the reassessment of this structure takes place in the autumn of 2023 these ideas should be very seriously considered.
- 6.12 The Coroner also responded to the consultation and the suggestions have been incorporated in the proposals before members.

## **7. FURTHER REVIEWS**

- 7.1 The proposed redesign and new senior management structure that is presented to members for consideration and agreement is the first step in a series of follow on reviews that will now be required. The overriding principle for this proposed restructure is one of lift and shift.
- 7.2 Further work is then required once a service or team is placed in its new home to ensure it connects with the other services it sits alongside and works as effectively and efficiently as possible. This further work will either be carried out by the management in place or additional resource may be provided to support. The preference will be for local management to complete the review.
- 7.3 At the time of writing this report, the Council is undergoing significant reviews of its service to identify further budget savings for the 2022/23 budget. A very detailed review of statutory and discretionary services is underway to establish more cost efficient and effective ways of delivery and more reviews and reductions will flow from this work which will affect the proposed structure and posts.
- 7.4 One of the reviews to follow on from this restructure is a Council wide review of the expenditure on legal services and controls across the Council for officers to commission legal advice and to balance that with the use of our in-house service.
- 7.5 The nature and type of additional resource for the Director of Commercial Investment & Capital is to be determined. In particular whether the resource should be internal or external.
- 7.6 In order to provide greater resilience and support to the internal audit and anti-fraud functions, discussions have been held with the South West London Partnership which is hosted by Wandsworth and which provides internal audit and anti-fraud services to Kingston, Merton, Richmond, Wandsworth and Sutton. Discussions are ongoing, but if successful would enable better career development for the existing Council staff group in the anti-fraud service and for greater future flexibility in the provision of internal audit. A full report on this will be made to a future meeting of GPAC. New arrangements are in place in the short to medium term with the Head of Insurance and Risk incorporating the anti-fraud function and Mazars providing the full support on internal audit to the Corporate Director Resources.
- 7.7 The review of the commissioning and procurement service will shortly conclude. There has been very positive support in the consultation for the commissioning resources to be moved closer to the relevant service and for a dedicated procurement function to be created.
- 7.8 The governance of the pension scheme is separate to the rest of the council's work on the local government pension and this will be reviewed.

- 7.9 The merger of the anti-fraud service into the insurance and risk service is an important step for the work on the internal control system and a review will be useful to ensure it connects effectively together.
- 7.10 The Gateway service will need a detailed review to ensure the many elements of it have been safely redesigned into the different parts of the Council.
- 7.11 The Housing service will need a detailed review and redesign.
- 7.12 The Council's complaints, information management teams, SAR, FOI, member case work and resident access systems will all need redesigning.
- 7.13 A spans and layers review exercise will also be used in the redesign of the different parts of the Council's structures that follows on from this report. It is understood that due to the nature of the Council's financial difficulties we will need to keep reviewing staffing costs and the structure of the Council as we deliver the medium term financial strategy.
- 7.14 The resources that support members' governance meetings and members' needs in general needs reviewing.
- 7.15 There will need to be a consideration as to whether there are sufficient resources in the risk service.

**8. PROPOSED CHANGES TO POSTS AND AFFORDABILITY OF THE PROPOSED STRUCTURE**

- 8.1 This proposed restructure was formally consulted upon in December 2020. Due to the need for it to be paused, several changes were made to senior management structures for the budget savings for 2020/21. Those savings would have been attributed to the impact of the proposed restructure.
- 8.2 The impact of this proposed restructure will be shown as total posts changed in the three senior tiers since December 2020 and also the total savings from this proposal.
- 8.3 **Posts in place in December 2020**

Posts	Number at December 2020	
Chief Executive	1	
Executive Directors	5	1 Other Sources Funded

Corporate Directors	20	1 Public Health Funded 2 HRA Funded 3 partially funded from HRA, Pension Fund and other sources.
Heads of Service	84	3 CCG funded 3 HRA funded 9 partially HRA funded 1 partially Pension Fund funded 3 partially funded from other sources
Total	110	

#### 8.4 Posts proposed in new structure June 2021

Posts	Number at June 2021	
Chief Executive	1	
Corporate Directors	6	1 HRA funded 1 partially funded by HRA and Pension Fund
Directors	18	1 HRA funded 1 Public Health funded 4 partially funded by HRA
Heads of Service	73	1 Pension Fund funded 3 CCG funded 6 HRA funded 4 partially HRA funded
Total	98	

8.5 The proposed restructure will reduce the number of senior posts overall by 12 posts.

8.6 Four new posts including a corporate director and director have needed to be introduced to address the significant issues in the housing service and ensure the Croydon Renewal Plan can be fully delivered in

particular change the operating culture of the Council. Once the housing improvement plan has been predominantly delivered, the need for this directorate will be reviewed with the aim of integrating it within the Sustainable Communities, Regeneration & Economic Recovery directorate.

8.7 The proposed posts identified for member approval in this restructure have all been checked to ensure there is base budget funding for them.

8.8 As the restructure had to be paused in February 2021, some of the savings that would have been delivered by its proposals were taken as part of the overall savings for the 2021/2022 budget. Those 2021/2022 cost savings total £315,129.

8.9 The additional cost savings from these proposals for the full restructure total £519,834. These cost savings will contribute to the 2021/2022 budget as a part year effect from the implementation of the proposed new structure which is intended to be in place in the autumn of 2021. The full year effect will not be available until the financial year 2022/2023.

8.10 In total the proposed restructure will save 6.5% or £834,963 on current senior management costs.

## **9. NEXT STEPS**

9.1 Following Council approval, the assimilation to the proposed structure will be in accordance with the Council's restructuring and reorganisation procedure and policy. In accordance with this procedure, subject to the relevant assessment of the role, affected employees will either be directly assimilated (matched), or declared 'at risk' of redundancy. For employees 'at risk', the Council will identify ring-fenced opportunities and/or will place the affected employee/s in the Council's redeployment pool.

9.2 In short, the objective of the Council will be to avoid the termination of employment, on the grounds of redundancy, of all affected employees wherever possible. The Council will work with all affected employees to support them during this process given it is our objective to avoid redundancies. Support will include not only line management and HR support but also making use of the support available via the Employee Assistance programme.

9.2 Where posts are vacant, there will be a recruitment process. Internal applicants will be very welcome for any vacancies and will be considered alongside external applicants.

9.3 As such it is recommended to members that we appoint a professional recruitment agency to devise a campaign that will attract the most diverse and talented individuals to apply. The Council has made clear in

its' recently agreed Equality Strategy, that it is committed to ensuring it has a fully diverse organisation at all levels in the council. The successful recruitment agency must be able to demonstrate excellent past practice in positive action initiatives and in delivering a diverse pool of quality applicants for other employers.

- 9.4 The Council should seek the best professional advice on how to ensure a diverse field of applicants will be attracted. Positive action initiatives will be designed to help encourage the most diverse range of candidates to apply. Examples could include a Croydon Council open day for potential applicants, pre-application advice and interview practice for candidates.
- 9.5 A transition plan to the launch of the new structure in the autumn will be developed. This will include a communications and staff involvement programme to ensure all staff understand the new council structure and most importantly the new design for the council and the new ways of working. A full culture change programme will also be drawn up by the Director for Service Quality, Improvement and Inclusion.
- 9.6 For clarity, the launch of the new structure in the autumn does not mean that external recruitment to any vacancies (once the internal HR processes have concluded) will be commenced in autumn. If an external recruitment campaign is required it will be commenced as soon as possible after the internal processes have concluded. The point of a defined "go-live" date is that transition planning can be carried out.
- 9.7 A job evaluation process was completed on the draft job descriptions and since that time, feedback has amended a number of the job descriptions. The grades shown on the job descriptions must be viewed as indicative only at this stage as a final job evaluation review will be done on the changed posts to confirm final grades. The relevant appendices for the committee to review are Appendix F, G, H and I. These grades are all in accordance with the council's pay policy as recently agreed by the Appointments Committee and Full Council.

## **10. CONCLUSION**

- 10.1 This consultation process on the proposed restructure has been in active consideration since October 2020. A lengthy formal consultation period was undertaken fully informed by the feedback from the informal consultation.
- 10.2 The work on the proposed restructure had to be paused in mid-February and has only recently been able to be resumed.
- 10.3 Thanks must be paid to all members, partners and staff across the Council for the contributions they have made to this consultation process. Whether they were directly affected by the draft proposals and sent comments in, those who helped shape the draft proposals, and

those who contributed in webinars and workshops. Each and every one of them has made a real difference to this consultation process, making it genuine and meaningful.

- 10.4 Every single piece of feedback has been read and properly considered. All feedback is in the process of being acknowledged and individual responses will be sent in reply.
- 10.5 Croydon Council is in the process of delivering the Croydon Renewal Plan. The Plan addresses the very significant issues of the past in regard to financial management and governance failings. It also addresses the future of the Council over the next three years to March 2024.
- 10.6 This proposed structure is designed to take the Council through that period, looking back at the things it must put right and building resilience, engagement and inclusion, a new relationship with residents and improved quality of service provision for the future. The objective is provide the management capacity where it is most needed and can be afforded and enable the Council to have a sound system of internal control, do the basics really well and deliver a new operating culture that is truly diverse and inclusive of all its staff.

## **11. REASONS FOR RECOMMENDATIONS**

- 11.1 This report captures the feedback from many staff and elected members as to the proposed new design and operating culture of Croydon Council. The consultation was genuine and meaningful and the final proposals have changed following that feedback. It is an essential step in the delivery of the Croydon Renewal Plan.

## **12. OPTIONS CONSIDERED AND REJECTED**

- 12.1 There are mainly two alternative options to this report. Keep the structure as it is or change the structure in a different way to that proposed.
- 12.2 The current structure does not enable the Council to deliver on the priorities of the administration and nor does it enable further savings of £519,834 to be achieved. It is inefficient and too costly for the Council.
- 12.3 An alternative new structure was consulted upon and this proposal is the result of formal consultation and the feedback from many staff. As such it represents the best outcome of a design for the Council in terms of dealing with its current and medium term context
- 12.4 Members are of course at liberty to challenge aspects of the proposed design and suggest alternatives at the Appointments Committee.

### **13. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS**

- 13.1 As a result of the proposed restructure, the cost of the three senior management tiers of staff will be reduced by £834,963 compared to the current permanent establishment. £315,129 of which will be a full year effect in 2021/2022 and is already in the base budget and the balance of £519,834 will have a part year effect from when the new structure is implemented. For budget purposes this will be assessed as part of budget setting for 2022/2023.
- 13.2 The total cost reduction is across the whole Council and does not accrue solely to the General Fund .The total General Fund cost saving is £855,191, the Housing Revenue Account (HRA) will incur additional direct costs of £336,911 and other funding sources will see a reduction of costs of £316,683. The increase in costs to the HRA result from the establishment of the new Housing directorate, and may be offset in part or full when recharges from the General Fund for corporate services are reassessed as part of budget setting for 2022/2023.
- 13.3 The costs include on costs, such as Employers National Insurance and Employers pension contributions. These on costs have been accounted for at an average 37% of the salary costs.
- 13.4 These costs do not yet factor in any possible redundancy costs should any such arise and a separate calculation will need to be done on these as part of statutory redundancy calculation. Similarly, there is no allowance for recruitment costs which will need to be met from existing budget provisions or be a call on the savings in the first instance.
- 13.5 Any delays to the implementation of the proposed restructure will impact on in year cost savings. If the new structure is delivered as intended in the autumn of 2021/2022 it will allow more of the savings to be achieved in this financial year. Progress on this will be reflected in forecasts reported to Cabinet during 2021/2022.
- 13.6 **Risks**  
The Council is currently operating with a high number of vacant posts and interims or internal acting up appointments in its three most senior tiers of management. This is not sustainable and nor is it conducive to effective management practice. These proposals enable the recruitment on a permanent basis to take effect. There is a timing risk of when individuals are able to take up their permanent posts once appointed. The Council will need to ensure sufficient interim cover is maintained during that period.



The corporate red risk register as reported to GPAC on 10<sup>th</sup> June 2021 had two risks which will be directly addressed by the recommendations in this report.

CEHR0071	Organisational behaviours, culture and practices lead to the Council being unable to operate effectively and therefore not serve the residents of the borough in accordance with their expectations.
PP 009	Corporate financial savings objective is not achieved due to poor programme & project management behaviours.

The resources being invested in service quality, improvement, and engagement and inclusion and the proposed new design of how those new and other existing improvement resources will be co-ordinated will enable a focused corporate programme of work to tackle the organisational behaviours culture and practices that are not enabling us to serve the residents of this borough.

The programme and project management resources have been confirmed in the 2021/2022 budget and this proposed design reinforces the importance of the Programme Management Office work in underpinning the assurance of the delivery of the Croydon Renewal Improvement Plan and the financial recovery plan / MTFS. The proposed head of profession for programme and project management will further strengthen the disciplines and skills in this practice helping to ensure delivery,

13.7 Approved by: *Chris Buss, Interim Director of Finance, Investment and Risk*

## 14. LEGAL CONSIDERATIONS

- 14.1 A formal consultation was undertaken in accordance with all relevant employment legislation and best practice. If the proposed structure is adopted the implementation will be undertaken in compliance with legislation and relevant HR Policies and the Council Constitutional arrangements.
- 14.2 Under the Local Government Act 1972 section 112 the Council may generally appoint whatever officers it considers necessary for the proper discharge of its duties. However, there are certain statutory appointments which must be made as set out in the report. In particular there is a requirement to appoint a Head of Paid Service who is responsible for preparing reports on the way the local authority's staff is organised, on the authority's staffing needs and on the co-ordination of the way in which the authority's functions are discharged and a Monitoring Officer to check on the correctness and propriety of the Council's decisions under the Local Government Act 1989 sections 4

and 5. In addition the Council must secure that one of its officers is responsible for the administration of financial affairs under the Local Government Act 1972 section 151. There are also requirements in legislation for the appointment of a Director of Children's Services and a Director of Adult Social Care which this report complies with.

- 14.3 The report provides for major senior management change. However, the roles and duties of the statutory officers are unchanged, it is only the position/post holder within the organisation that changes.
- 14.4 The Constitution and the Council Scheme of Delegations must be amended to capture the changes once approved and comply with the Local Authorities (Standing Orders) (England) Regulations 2001 (as amended).
- 14.5 By section 38 of the Localism Act 2011 the Council is required to produce a Pay Policy each financial year. Approval of the Pay Policy is a matter for full Council and cannot be delegated. The Council's current Pay Policy is 2021/2022 and sets out details, amongst other things, of the payment of Chief Officers which will be incorporated in this new structure, if approved.
- 14.6 The terms of reference of the Appointments Committee currently has, in Part 3 of the Constitution Responsibility for Functions authority to appoint Executive Directors and Chief Officers as defined in the Employment Procedure Rules at Part 4J. These will also need to be updated to reflect the proposed restructure and define responsibilities for appointment to the new structure. Separately the Staff Employment Procedure Rules sets out procedures to be followed for the appointment of Chief Officers, declarations which must be made by candidates and a notification process to ensure that the Leader and any other Cabinet Member have no objections to the offer of appointment which must occur before an offer of appointment can be made to him/her.
- 14.7 Approval of salary or severance packages arising should the proposed structure be approved, is a matter for the Appointments Committee under Part 3 of the Constitution Responsibility for Functions where this is above the threshold specified in statutory guidance issued by the Secretary of State pursuant to section 40 of the Localism Act 2011.
- 14.8 The restriction of Public Sector Exit Payments (Revocation) Regulations 2021 has now revoked the Public Sector Exit Payments (Revocation) Regulations 2020 which restricted prescribed public sector bodies such as the Council from making exit payments in excess of £95,000 in connection with a person leaving employment or vacating an office.
- 14.9 To ensure compliance with the Equality Act an Equality Impact Assessment has been undertaken and is referenced in paragraph 32 of the report for Members' consideration.

14.10 Approved by Asmat Hussain Executive Director of Resources & Deputy Monitoring Officer

## **15. HUMAN RESOURCES IMPACT**

15.1 In addition to the comments outlined in the report above, if these proposals are agreed and are then implemented, the objective will be to avoid the termination of employment, on the grounds of redundancy, of all affected employees wherever possible. It is possible that in a very few cases that may be unavoidable and costs for redundancy payments will arise. These costs will need to have first call on the savings in the first instance. These costs cannot be estimated at this stage.

15.2 The costs of the recruitment support if any vacancies arise in this process will also need to be met out of the savings in the first instance. These costs cannot be estimated at this stage. The recruitment support will be sought through a competitive process.

15.3 Approved by: *Sue Moorman* Director of Human Resources)

## **16. EQUALITIES IMPACT**

16.1 Please see the attached Appendix E for the impact assessment

16.2 Approved by: Sue Moorman Director of Human Resources

## **17. DATA PROTECTION IMPLICATIONS**

17.1 **WILL THE SUBJECT OF THE REPORT INVOLVE THE PROCESSING OF 'PERSONAL DATA'?**

**NO**

The report does not contain personal data. Any personal data processed as a result of Member' decisions arising from the recommendations will be carried out in accordance with the Data Protection Act 2018.

17.2 **HAS A DATA PROTECTION IMPACT ASSESSMENT (DPIA) BEEN COMPLETED?**

**NO**

**Advice received from the Monitoring Officer it was not required.**

Approved by Asmat Hussain Executive Director of Resources & Deputy Monitoring Officer

**CONTACT OFFICER:** Katherine Kerswell interim Chief Executive  
Katherine.kerswell@croydon.gov.uk

**APPENDICES TO THIS REPORT:**

Appendix A Administration Priorities for the Croydon Renewal Plan

Appendix B 2021 Current reporting structure for Croydon Council's three senior tiers of management

Appendix C 2020 Formal consultation draft proposals for a new reporting structure for Croydon Council three senior tiers of management

Appendix D 2021 Final proposals for a new reporting structure for Croydon Council's three senior tiers of management

Appendix E Equality Impact Assessment

Appendix F New job descriptions for JNC posts

Appendix G New job descriptions for new Heads of Service posts

Appendix H Indicative grades for the Corporate Director and Director posts.

Appendix I indicative grades for the new Head of Service posts

**BACKGROUND DOCUMENTS – LOCAL GOVERNMENT ACT 1972**

- Croydon Renewal Plan and the Croydon Renewal Improvement Board Cabinet 25<sup>th</sup> November 2020.
- Report in the Public Interest Grant Thornton
- Non statutory Rapid Review report MHCLG
- Council's Constitution
- Code of Officer Conduct
- Code of Corporate Governance
- Budget 2021/2022 8<sup>th</sup> March Cabinet and Council
- CIPFA Delivering Good Governance in Local Government 2016
- Croydon Equality Strategy 18<sup>th</sup> February 2021
- Croydon Council Pay Policy Statement Appointments Committee 19<sup>th</sup> February 2021 and Full Council 8<sup>th</sup> March 2021
- Corporate Risk Register GPAC 10<sup>th</sup> June 2021

# Transition Plan to Proposed New Structure April 22

Ref no	As Is Position	Transition To	Action To Be Taken	Priority	Current Status RED/Amber/Green
<b>Priority Level; High – Pre-transition, Med – Post-Transition</b>					
<b>General Comments:</b>					
1.	4 Directorates – Resources; Children, Families + Education; Health, Wellbeing + Adults; Place	<ul style="list-style-type: none"> <li>- To becomes 6 Directorates</li> <li>- Resources, Ass Chief Exec, Adult Social Care + Health, Housing, Children, Young People + Education, Sustainable Communities, Regeneration &amp; Economic Recovery</li> </ul>	<ul style="list-style-type: none"> <li>- My Resources/Finance/Payroll amended to accommodate new structure</li> </ul>	High	Completed
2.	Executive Leadership team 6 core members	<ul style="list-style-type: none"> <li>- New Corporate Management Team with amended reporting lines for Section 151.</li> </ul>	<ul style="list-style-type: none"> <li>- Recruitment process to CMT posts completed where possible</li> <li>- New meetings system established</li> <li>- Shared data storage setup/or old folder renames and shared with CMT members</li> <li>- Relevant page on intranet sent updated</li> </ul>	High	CYPE recruitment will take place late 22/23.
3.	Allocation of 7 statutory posts (Scrutiny Officer & Director of Public Health remains unchanged in the restructure proposal)	<ul style="list-style-type: none"> <li>- Allocate HoPs, Chief Finance &amp; S151 Off, DCS, DASS, Monitoring Officer</li> <li>- <a href="#">Allocate Deputy roles for the purpose of resilience (Page 188)</a></li> <li>- <a href="#">Allocate other designated roles (page 188/189)</a> – i.e. 9 roles</li> </ul>	<ul style="list-style-type: none"> <li>- All 7 statutory posts are filled</li> </ul>	High	Completed
<b>Resources Directorate:</b>					
4.	Increased support to Monitoring Officer	<ul style="list-style-type: none"> <li>- Appoint x3 Deputy Monitoring Officers to support Director of Legal Services &amp; Monitoring Officer to proactively fulfil governance role</li> <li>- X 3 appointments to be:                             <ul style="list-style-type: none"> <li>• Head of Legal Services Litigation &amp; Corporate Law</li> <li>• Head of Legal Services, Social Care &amp; Education law</li> <li>• Head of Democratic Services &amp; Scrutiny</li> </ul> </li> </ul>	<ul style="list-style-type: none"> <li>- Completed</li> </ul>	High	Completed

## Transition Plan to Proposed New Structure April 22

Ref no	As Is Position	Transition To	Action To Be Taken	Priority	Current Status RED/Amber/Green
5.	Croydon Renewal Plan	- Allocate responsibility for the delivery of the Croydon Renewal Plan	- Responsibility sits with Assistant Chief Executive	High	Completed
6.	Capitalisation Direction	- Allocate leadership for the effective use of the capitalisation direction received from MHCLG	- Responsibility sits with Corporate Director of Resources & 151	High	Completed
7.	Finance Review 75	- To support the 75 recommendations from the Finance Review & outcomes of forensic review of the council's financial services (once completed)	- The majority of these will be closed in April and the remainder homed within the relevant service as part of bau	High	Completed
8.	Internal Audit & Anti-fraud	- Explore partnering relationship with South-West London Partnership in regard to internal audit & anti-fraud to increase existing resilience	- This work has not started yet and target date for this needs to be set	High	Not started
9.	Internal Audit	- Interim arrangement for above is for Mazars to deliver the Head of Internal Audit function reporting to Corporate Director for Resources	- Existing arrangements are continuing in light of item 8 above	High	Amber
10.	Anti-Fraud	- Interim arrangement for above is for the insurance and risk function to manage anti-fraud team	- A long-term resolution to be identified as part of work detailed in item 8 above	High	Amber
11.	Internal Controls	- Council's overall internal control and compliance to be reviewed and a new system implemented	- New system proposed, 50% of Boards in place with the remaining being rolled out during first quarter 2022	High	Amber
12.	Deputy Director of Finance/151	- Director of Finance & Deputy S151 to become a permanent deputy role	- Role established currently being covered by interim solution	High	Amber
13.	Head of Finance - Treasury	- Dedicated corporate treasury Head of Finance introduced		High	Completed
14.	Commissioning & Procurement	- Review of Commissioning & Procurement completed, and outcomes actioned and implemented – to include procurement governance, buying and a function delivering tenders for the organisation & market assessments	- New structures in place will need to be reviewed during 22/23 to assure that is it working	High	Completed
15.	Head of Procurement	- A dedicated Head of Procurement proposed to be established – see item 14 above	- Role in place and recruited to	High	Completed

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## Transition Plan to Proposed New Structure April 22

Ref no	As Is Position	Transition To	Action To Be Taken	Priority	Current Status RED/Amber/Green
16.	Director of Commercial Investment & Capital	- Director of commercial Investment & Capital appointed to being commercial expertise to the Council	- Role in place and recruited to	High	Completed
17.	Fire, H&S for Council Homes	- Fire, Health & Safety for council homes will be situated in the housing Directorate – Move to Housing Directorate	- Function moved to Housing	High	Completed
18	Additional commercial skills solution	- Under consideration is the need for additional commercial resource either a permanent officer will be appointed to a financial resource to buy in external skill as required	- Not implemented – no final decision taken	High	
19.	Member & Officer development	- A programme of development for Members and Officers has begun to be developed – to address criticisms about “culture & practise of governance”	- Work to improve has started and further work is ready to be implemented after the May election	High	Completed
20.	Member support	- Resource needs to be identified to support Members to co-ordinate & support further development activity with the Members’ Learning & Development Panel	- In progress but not completed	High	
21.	Head of Profession	- Introduce a new role of Head of Profession for Finance Management designated to the Corporate Director of Finance & S.151 Officer	- Incorporated into JD of S.151 Officer	High	Completed
22.	All payment functions	- Payments, Revenue, Benefits & Debt Services will be returned to sit under Resource Directorate	- Completed	High	Completed
23.	Resilience Function	- Resilience Function to be based in Director of Policy, Programmes and Partnerships (Ass Chief Exec Dir)	- Completed	High	Completed
<b>Assistant Chief Executive:</b>					
24.	Resident Access	- Digital & Resident Access division is proposed to be introduced drawing together resident access to front line & telephony into the Council	- Completed	High	Completed
25.	Telephony	- Point 24 above should lead to a review and rationalising of telephone access so it aligns with the digital platform	- This is an ongoing task	High	

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## Transition Plan to Proposed New Structure April 22

Ref no	As Is Position	Transition To	Action To Be Taken	Priority	Current Status RED/Amber/Green
26.	Travel Services	- Move concessionary Travel Services to Digital & Resident Access Division	- Completed	High	Completed
27.	Organisation Development	- Working with the Director of Service quality, Improvement & Inclusion the division will lead a behaviour change programme – in regard to “listening & building empathy with residents”	- Some aspects of role now with Chief People Officer and remaining sit with Director Policy, Programmes & Partnerships	High	
28.	Bereavement & Registrars	- Home to the Registrar & Bereavement service	- Completed	High	Completed
29.	Complaints/FOI & SARS	- Co-location of all customer intelligence across the Council - complaints, information management, data management, FOI, SARs	- Completed	High	Completed
30.	Telephony	- Procurement of new telephony system in progress	- Procurement completed and now in implementation stage	High	Completed
31.	Member Enquiry System	- New Members casework system being developed	- Rolled out and ongoing reviews taking place to ensure fit for purpose	High	Completed
32.	Located in Directorate for Public Health & Public Realm	- Statutory Director of Public Health to be located in ACE dotted line reporting relationship to the Chief Exec with a sole focus on public health duty with a corporate reach and focus (no longer combined with operational service responsibilities)	- Completed	High	Completed
33.	Located in Directorate for Public Health & Public Realm	- Public Health Team to be located here	- Completed	High	Completed
34.	Head of Profession	- Chief Digital Officer & Director of Resident Access to assume responsibility for head of profession for access to information & transparency	- Completed but work to define outcomes needs to be done	High	Completed
35.	Head of Profession	- The Director of Public Health is designated head of profession for data interpretation, business analytics and insight	- In hand working with Head of BI for a single data narrative	High	Completed
36.	Head of Profession	- The Director of Policy Programmes and Performance is designated head of profession for programme and project management	- Completed and Community of Practise created for Projects	High	Completed

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## Transition Plan to Proposed New Structure April 22

Ref no	As Is Position	Transition To	Action To Be Taken	Priority	Current Status RED/Amber/Green
37.	Head of Profession	- Director of Service Quality, Improvement & Inclusion, this post will form part of CMT	- Some aspects of role now with Chief People Officer and remaining sit with Director Policy, Programmes & Partnerships	High	Completed
38.	Organisation Development	- Service quality, productivity & inclusion remain fundamental elements of the CRP whose effective/efficient implementation is foundational for effective culture change and achieving a more disciplined approach to internal control	- Culture change programme work underway, Service Plans being drawn up. Workforce/People strategy needs to be developed to address more strategic issues	High	
39.	Creating a safe culture	- Embedding of the Guardian Scheme	- In place and working, ready for further promotion of scheme	High	Completed
40.	Whistleblowing	- Improvement to the Whistleblowing process completed	- Review now complete and staff training taking place	High	Completed
41.	Head of Profession	- Director of Service Quality, Improvement & Inclusion is designated as head of profession for service quality, productivity, & improvement	- n/a	High	Completed
42.	Learning and Organisation Development	- Head of Learning & Development report to the Director of Service Quality, Improvement & Inclusion	- Reporting to Chief People Officer	High	Completed
43.	Currently sits in Policy, Performance & Partnership with Gavin Handford	- Policy resources for equalities to move across to Director of Service Quality, Improvement & Inclusion	- Reports to Director Policy, Programmes & Partnerships	High	Completed
44.	Head of Comms & Engagement	- Head of Communication & engagement to report to the Director of Service Quality, Improvement & Inclusion	- Director Policy, Programmes & Partnerships	High	Completed
45.	Equality Policy & Strategy	- Assumes responsibility for the council's Equality Policy & Strategy	- Director Policy, Programmes & Partnerships	High	Completed
46.	Council Vision & Values	- Director of Service Quality, Improvement & Inclusion will also be responsible for refreshing the Council's vision, and values through wide ranging staff engagement process	- Chief People Officer & Director Policy, Programmes & Partnerships	High	Completed

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## Transition Plan to Proposed New Structure April 22

Ref no	As Is Position	Transition To	Action To Be Taken	Priority	Current Status RED/Amber/Green
47.	Funding for VCS sector & relationship with the LSP	- Funding for VCS sector & relationship with the LSP to sit within Policy, Programmes and Performance divisions	- Completed	High	Completed
<b>Adult Social Care:</b>					
48.	Health & Well-being & Adults	- Amend Directorate name to Adult Social Care & Health	- Completed	High	Completed
49.	Health & Well-being & Adults	- Adult Social Care & Health directorate retains the existing adult social care functions	- Completed	High	Completed
50.	Adult Social Care & Health expenditure	- Need to address “high-cost base of expenditure on adult services” & a “structural deficit in expenditure and rebalance the comparative costs of services with other Councils” (as part of the MTFS Strategy)	- Adult Social Care Strategy agreed - New Adult Board responsible for monitoring delivery	High	
51.	Placement Expenditure	- Services will focus on “reviewing all its expenditures on placement and its thresholds of access into the care system to bring Croydon’s expenditure into line more with the London average”	- Work commenced but not completed	High	
52.	Transition Services	- Service to move from Children’s & Young People to adult disability services”	- Completed	High	Completed
53.	Localities Programme	- This directorate will complete the delivery of the ‘localities programme’ and continue integration with local NHS colleagues, however, the localities approach will not apply to other parts of the Council	- In place and work across Council now ceased	High	Completed
54.	Gateway Services	- Adult Support services, commissioning of rough sleeping services, appointee-ships and deputyships, front door team and financial assessment will be relocated into this Directorate	- Completed	High	Completed
55.	Commissioning	- Once the review of the Council’s Commissioning & Procurement service is completed – commissioning resources will be relocated into this Directorate and report to Director for Adult Social Care Policy & Improvement	- Completed	High	Completed

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## Transition Plan to Proposed New Structure April 22

Ref no	As Is Position	Transition To	Action To Be Taken	Priority	Current Status RED/Amber/Green
56.	Commissioning	- Consider resource capacity and job levels once team established	- Team relocated but capacity needs to be reviewed.	High	
57.	Head of Profession	- Director for Adult Social Care Policy & Improvement is designated as head of profession for commissioning & procurement	- Completed	High	Completed
58.	Deputy Director Adult Social Care	- Director of Adult Social Care Operations is to be designated as Deputy DASS - i.e. Deputy Director of Adult Social Care	- Completed	High	Completed
<b>Children, Young People &amp; Education:</b>					
59.	Children Family & Education	- Children Family & Education to become Children, Young People & Education	- Completed	High	Completed
60.	Children Young People & Education expenditure	- CYPE improvement activity to continue alongside the work to reframe its expenditure more in line with the London average	- MTFs programmes in place with Directorate working on longer term transformation plans	High	
61.	Director of Quality, Policy & Performance	- Director of Quality, Policy & Performance is to be made permanent	- Completed	High	Completed
62.	SEND	- Implement the SEND Strategy	- Work started and regular update to Children's Improvement Board	High	
63.	Access to Education	- Head of Access to Education roles – to be expanded to bring together school standards and leadership of the virtual school	- DJ to provide a position statement	High	
64.	Education to include colleges	- Remit of the Education division is expanded to include colleges	- Completed	High	
65.	Education Partnership	- An education partnership is being developed between all educational providers across the borough	- DJ to provide a position statement	High	
66.	Children Young People & Education	- CALAT is to be moved to the sustainable Communities, Regeneration & Economic Recovery Directorate to refocus its approach on skills for employment post pandemic	- Completed	High	Completed
67.	Commissioning	- Once the review of the Council's Commissioning & Procurement service is completed – commissioning resources will be relocated into this Directorate	- Completed	High	Completed

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## Transition Plan to Proposed New Structure April 22

Ref no	As Is Position	Transition To	Action To Be Taken	Priority	Current Status RED/Amber/Green
68.	Commissioning	- Consider resource capacity and job levels once team established	- Team relocated but capacity needs to be reviewed.	High	
69.	Workforce Development	- Workforce Development is to be incorporated into the Principal Social Worker role	- Completed	High	Completed
70.	Adolescent Services	- Adolescent Services is to be moved to the Head of Advice, Support & Intervention	- Completed	High	Completed
<b>Sustainable Communities, Regeneration &amp; Economic Recovery:</b>					
71.	Place	- Create a new Directorate of Sustainable Communities, Regeneration & Economic Recovery	- Completed	High	Completed
72.	Planning	- New division of Planning, Sustainable Regeneration	- Completed	High	Completed
73.	Planning	- New Division at point 71 above to be the homes of planning, growth, regeneration, economic recovery services & CALAT	- Completed	High	Completed
74.	Libraries	- Council library service will be led from Culture & Community Safety division	- Completed	High	Completed
75.	Head of Profession	- Director of Sustainable Communities is designated head of professions for resident voice	- Completed	High	Completed
76.	Commissioning	- Once the "review of the Council's Commissioning & Procurement service is completed – commissioning resources may be relocated into this Directorate"	- Completed	High	Completed
76.	Director Culture Community Safety	- A new director of Culture & Community Safety is proposed	- Completed	High	Completed
<b>Housing:</b>					
77.	New Directorate establishes	- New Housing Directorate created	- Completed	High	Completed
78.	Commissioning	- Once the "review of the Council's Commissioning & Procurement service is completed – commissioning resources may be relocated into this Directorate"	- Completed	High	Completed
79.	Potential to review need for single directorate	- Review the need for an independent Housing Directorate after 18 months (Dec 2022) or once	- Not yet implemented – as its not yet 18 months	High	

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## Transition Plan to Proposed New Structure April 22

Ref no	As Is Position	Transition To	Action To Be Taken	Priority	Current Status RED/Amber/Green
		the housing plan has delivered 'most' of its milestones			
<b>Commissioning &amp; Procurement:</b>					
80.	Commissioning & Procurement Division	- Commissioning & Procurement Division to be deleted	- Completed	High	Completed
81.	Procurement	- A corporate procurement role should exist in the Resources Directorate (reference points 14 & 15 above)	- Completed	High	Completed
82.	Commissioning & Procurement Review	- There is a need for the Commissioning & Procurement Review to conclude so heads of service and staff in this division are notified about the outcomes – including any impact on posts	- Completed	High	Completed
83.	Head of Service Procurement	- Head of service procurement x1 post to be retained in the Resource Directorate	- Completed	High	Completed
84.	Commissioning Roles	- Commissioning and other brokerage roles are to be moved closer to service delivery in relevant Directorates	- Completed	High	Completed
85.	Council Structure	- Council Structure to be updated with new commissioning procurement structure once review is completed	- Completed	High	Completed
<b>Other Actions:</b>					
86.	Community Equipment Services	- Community Equipment service to be moved to report to the Director of Adult Social Care Operations	- Completed move but there is an ongoing review of the business case	High	
87.	Further Organisation Redesign work	- Review of management capacity & possible restructure autumn 2023	- Not yet due	Med	
88.	CMT standing members	- CMT will have a core members & standing member with other staff able to request items be added to the Agenda or attend CMT for discussion	- Completed	High	Completed
89.	CMT Papers shared	- All core members of CMT and all Directors to receive weekly copies of CMT meeting papers – to build understanding and for openness & transparency	- Completed	High	Completed

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## Transition Plan to Proposed New Structure April 22

Ref no	As Is Position	Transition To	Action To Be Taken	Priority	Current Status RED/Amber/Green
90.	Routine cascade of information	- CMT/Directors will be expected to cascade information down through their management meetings and onto divisional meetings	- Structures in place to do this (temperature check suggested)	High	Completed
91.	Staff Networks	- Each member of CMT will take on a lead role for one of the Staff Networks and will champion their work	- Devolved to Directors but CMT attend all Tea Talks and oversee actions	High	Completed
92.	CMT & Members to work together to champion Networks	- Regarding the above point 91 above CMT champions can work with Member Champions	- To be reviewed post Elections	Med	
93.	Shadow CMT	- A shadow CMT team to be developed made up of front line/nonmanagement staff across the council. This will be like non-executive directors	- Terms of reference developed - Process in place to allow receipt of papers	Med	
94.	Shadow CMT	- Regarding point above the shadow CMT will be provided with papers and hold shadow meetings like CMT. Of their number will attend CMT weekly to offer their views and conclusions. Attendance to CMT will circulate amongst the group.	- Once in place can be implemented	Med	
95.	Shadow CMT	- Membership will be for 3 months at a time	- Identify lead to ensure this process works	Med	
96.	Shadow CMT	- Training needs to be created and delivered to facilitate point 93 above	- Shadow CMT training created - Process for selecting shadow CMT members developed and approved - CMT training delivered - Resources for supporting the on-going administration in place & trained - Success of the process reviewed, and changes made as needed	Med	
97.	New shared language	- Adopt new shared language of describing activity & roles - New descriptions drafted and shared - 'Go Live' date notified	- Completed	High	Completed

## Transition Plan to Proposed New Structure April 22

Ref no	As Is Position	Transition To	Action To Be Taken	Priority	Current Status RED/Amber/Green
		<ul style="list-style-type: none"> <li>- Admin to facilitate the change in descriptions/language rolled out and changes made to calendars etc</li> <li>- New language added to induction or on-boarding for new Directors, manager, and staff</li> </ul>			
98.	Head of Profession	<ul style="list-style-type: none"> <li>- Head of profession roles needs to be scoped &amp; defined in more details (ref pages 202/203)</li> </ul>	<ul style="list-style-type: none"> <li>- Details have been built into JDs and those in post are aware of their responsibility. Some are actively scoping what this means for them and the role they are tasked with performing</li> </ul>	Med	
99.	Head of Profession	<ul style="list-style-type: none"> <li>- Phasing and roll-out of “head of profession” to be agreed so as not to overload organisation (<a href="#">page 203 lists all of the affected roles</a>)</li> </ul>		Med	
<b>Members &amp; Governance Arrangements:</b>					
MGA1.	Constitution	<ul style="list-style-type: none"> <li>- Relevant constitutional changes have been made and signed off in appropriate Council Comm by Members – including raising awareness of changes with relevant persons</li> </ul>		High	Completed
MGA2.	Member involvement	<ul style="list-style-type: none"> <li>- Member Practises are involved in decision making processes and, where appropriate there are clear arrangements for delegating functions</li> </ul>	<ul style="list-style-type: none"> <li>- Scheme of Delegation reviewed</li> </ul>	High	Completed
MGA3.	Member Development	<ul style="list-style-type: none"> <li>- Appropriate Members training has been developed and scheduled to increase understanding of various roles and running meetings</li> </ul>	<ul style="list-style-type: none"> <li>- Programme developed ready for post May Election</li> </ul>	High/Med	Completed
MGA4.	Member Development	<ul style="list-style-type: none"> <li>- Appropriate training has been developed and scheduled to induct new Members</li> </ul>	<ul style="list-style-type: none"> <li>- Completed</li> </ul>	Med	Completed
MGA5.	Member Communication	<ul style="list-style-type: none"> <li>- Systems in place to effectively update Members on key work streams in an efficient and appropriate manner</li> </ul>	<ul style="list-style-type: none"> <li>- Member bulletin in place and new ways of working have been developed for introduction in May</li> </ul>	High	Completed
MGA6.	Governance	<ul style="list-style-type: none"> <li>- Meeting eco-system reviewed to ensure it is fit to meet strategic aims of Croydon Renewal Plan (CRP)</li> </ul>	<ul style="list-style-type: none"> <li>- Introduction of new internal control boards but further work to be done to interface with Members</li> </ul>	High	

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## Transition Plan to Proposed New Structure April 22

Ref no	As Is Position	Transition To	Action To Be Taken	Priority	Current Status RED/Amber/Green
MGA7.	Governance	- Chairs have a full understanding of their roles in governance structures, their responsibilities and powers and their roles of the meetings they lead	- Some Chairs to be appointed	High	
MGA8.	Statutory Officer Meetings	- Statutory Officer meetings to include S.151 Monitoring Officer & Head of Paid Services – i.e. Corporate Director Resources, Director of Legal Services and CEO respectively	- Completed	Med	Completed
MGA9.	Resident Feedback systems	- Systems and processes in place for monitoring and acting on resident feedback, particularly in identifying quality & safety issues/queries	- New complaints system in place but better use of data to fix services still needs to be embedded	High	
MGA 10.	Resident Feedback systems	- System and process to flag when the above is not working or not working efficiently/effectively	- Needs to be further developed	High	
MGA 11.	Constitution	- Accountability between Officers and Members practices is reflected in Council's constitution and other broader governance arrangements	- Completed	High	Completed
MGA 12.	Accountability	- System and processes in place to ensure and sustain 2-way accountability between Members – including Cabinet	- To be developed with Mayor	High/Med	
MGA 13.	Complaints Handling	- Arrangements for handling complaints raised with Croydon are compliant with statutory framework for complaint handling	- Complaint backlog being cleared but not yet fully compliant	High/Med	
MGA 14.	Committee Meetings	- Council facilitation of Committee meetings is in line with statutory guidelines	- Backlog of minutes being cleared, and new ways of working being introduced	High	
MGA 15.	Risk Management	- Governance arrangements in place to identify and manage different types of risk - including key risks to the delivery of the CRP	- Risk Management system now changed to include CMT oversight, DMT oversight and the new Internal Control Board will strengthen this further	High	
MGA 16.	Early warning signs of service failure	- Croydon has arrangements in place to proactively identify 'early warnings' of a failing services	- Performance Management data is being used correctly to identify service deterioration. The new Internal Control Board will strengthen this further	High	

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## Transition Plan to Proposed New Structure April 22

Ref no	As Is Position	Transition To	Action To Be Taken	Priority	Current Status RED/Amber/Green
MGA 17.	Culture	- Croydon's approach to good governance reflects the Nolan Principles	- Nolan Principles are now embedded in all JDs and referenced as part of BAU.	Med	Completed
MGA 18.	GPAC/Scrutiny Review	- General Performance & Audit committee (GPAC) GPAC & Scrutiny & Overview Committee (SOC) ToR reviewed to clearly demarcate the roles of each body and to ensure that each body is being run in line with the principles of good governance	- Review completed by Centre for Governance, training has taken place - New independent Chair of GPAC recruited	High/Med	Completed
MGA 19.	Council Companies	- Governance approach adopted by the Council's subsidiary companies represent good governance best practice and that there are systems and processes in place to escalate short-comings to CMT and Members as needed	- New Internal Control Boards in place and the recommendations to CMT will identify whether this is strong enough and that escalation is working	Med	
MGA20.	Risk Management	- Risk management is properly understood across the Council and those responsible have a robust understanding of their roles and responsibilities and apply the principles efficiently and effectively	- New system in place with oversight from CMT and DMT	High/Med	Completed
MGA21.	Risk Management	- Systems and processes are in place at a Directorate level to periodically consider review risk, take actions to mitigate risks and escalate or provide periodic update to CMT and Members as needed	- New system in place which is being embedded. Review to take place during third quarter 22/23	High/Med	
MGA22.	Internal governance	- Appointment process and composition of internal governance arrangements and running of statutory meetings reflects nationally determined good practise, comply with relevant codes and competencies	- Newly implemented statutory meetings are working well but ongoing review will be necessary to ensure that they fulfilling the need as laid out in the aims.	High/Med	
<b>Finance &amp; Internal Control:</b>					
FIC 1.	Finance/HR Data	- HR/Finance data reviewed, updated to reflect the new structure and establishment	- Completed	High	Completed

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## Transition Plan to Proposed New Structure April 22

Ref no	As Is Position	Transition To	Action To Be Taken	Priority	Current Status RED/Amber/Green
FIC 2.	Finance/HR	- System and processes in place to ensure that HR/Finance data is updated periodically to reflect changes to the establishment	- New automated system now in place	High/Med	Completed
FIC3.	Contracts	- Contracts pipeline reviewed with efficiencies and savings identified and actioned as appropriate	- New contracting database now established	Med	Completed
FIC4.	Finance Team	- Croydon Finance team is properly resourced to ensure the necessary capacity to deliver business critical duties and conduct due diligence around 'financial controls' to protect the Council's financial position	- Corporate Director of Resources reviewing capacity of team	High/Med	
FIC5.	Contract Performance	- Effective systems in place to track performance of Tier 1 contract providers	- In place using manual data collection but plan to automate in the near future moving to Oxygene	Med	
FIC6.	Financial Management	- Ensure Croydon has the following standard financial management arrangements in place, and they are running effectively: <ul style="list-style-type: none"> <li>• Internal audit</li> <li>• External audit</li> <li>• Financial report through financial spine</li> <li>• Standing Orders/Standing financial instructions – along with systems and process to keep them updated</li> <li>• Committee structure including management and audit</li> <li>• Counter fraud arrangements - that are reviewed and updated periodically</li> <li>• Accounts payable and receivable, cash fixed assets</li> <li>• Payroll and banking facilities – and systems and processes to update information when needed</li> <li>• IR35 processes</li> </ul>	- To be reviewed by incoming Corporate Director of Resources	High/Med	
FIC7	Financial Management	- Mechanisms to effectively monitor financial performance in place with arrangements to regularly go to CMT and Members	- Monthly reporting to CMT and Cabinet now in place	High	Completed

## Transition Plan to Proposed New Structure April 22

Ref no	As Is Position	Transition To	Action To Be Taken	Priority	Current Status RED/Amber/Green
FIC8.	Financial Management	- Appropriate processes in place to regulate spending on staff	- Monthly reporting in place - Expenses Audit - Spending Control Panel	High	Completed
FIC9.	Financial Management	- Full compliance with internal control processes across all staff achieved	- Audit focused meetings taking place which is identify key areas for improvement	High/Med	
<b>Recruitment:</b>					
R1.	Senior Recruitment	- Council has permanent CMT in place to lead organisation	- Head of CYPE to be appointed	High/Med	
R2.	New structure	- Council has undertaken process to implement organisations restructure including Heads of Service	- Completed	High	Completed
R3.	Recruitment	- Council has effective process in place to regulate recruitment process	- Spending Control Panel in place	High/Med	Completed
R4.	Recruitment	- Council has a recruitment process that aligns with the Council's priorities including the promotion of Equality, Diversity & Inclusion	- Blind application in place - Diverse panels now operating - Data monitoring now available	High	Completed
R5.	Shadow CMT	- Process for recruiting, inducting and supporting 'shadow CMT'	- To be developed	Med	
<b>Improvement, Performance &amp; Monitoring:</b>					
IPM1.	Performance Monitoring	- Council has identified and implemented effective regular monitoring controls of key work across services & these are being reported regularly to CMT & Cabinet	- Monthly reporting to CMT - Bi-monthly reporting to Cabinet - New Internal Control Board will further strengthen process	High/Med	Completed
IM2	Report in Public Interest	- Key actions arising from Report in the Public Interest (RIPI) Action Plan have been implemented (in full)	- Some actions still outstanding but reporting to Cabinet is taking place and tracking of activity is overseen by CMT. - Further assurance that actions are embedded to be carried out by Internal Audit	High/Med	
IM3	Digital projects	- Clear direction for prioritisation and delivery of digital projects is available and shared	- Priority set by CMT and programmes of work agreed. - Strategic digital activity is to be identified and agreed	High	

## Transition Plan to Proposed New Structure April 22

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Ref no	As Is Position	Transition To	Action To Be Taken	Priority	Current Status RED/Amber/Green
IM4	Savings system tracker	- Council to have in place an accurate and maintained budget tracker to track & showcase efficiencies or savings	- Currently using a triangulation of Finance/PMO and Performance to ensure information is accurate. The base systems are excel and LBC tracker. This is part of an overall improvement programme to further embed Oracle and align to project management software that is being reviewed	High	
IM5	Business Case Development	- There is an agreed process/system for creation and approval of business cases communicated to relevant Managers and it is properly embedded	- Forms and process developed by PMO. - Further work to establish that this is embedded and sufficient. - This process will be strengthened through the new Internal Control Board	High/Med	
IM6	Housing Improvement	- Croydon have a clear direction, action plan and monitoring arrangements to achieve improvements in Housing	- Plan in place and agreed but ongoing work to embed the agreed actions	High	
<b>Culture &amp; Communication:</b>					
CC1.	Environmental sustainability	- Croydon demonstrates commitment to promoting and embedding environmental sustainability	- Cabinet have agreed Climate Action Plan now ongoing work to deliver		
CC2.	Equality Diversity & Inclusion	- Croydon is clearly committed to driving Equality, Diversity & Inclusion within the organisation and wider community with clear direction of travel	- Equality Strategy in place - Equality Pledges agreed for the Council and the Community - EDI board in place co-chaired by CEO and Head of L& OD. - Network groups in place - Guardian programme supporting the agenda to ensure inclusivity	High/Med	
CC3.	Equality Diversity & Inclusion	- Croydon is able to demonstrate that its planning & priority setting process is both inclusive & transparent	- A full EQIA review has taken place against priorities and MTFS	High/Med	Completed

## Transition Plan to Proposed New Structure April 22

Ref no	As Is Position	Transition To	Action To Be Taken	Priority	Current Status RED/Amber/Green
CC4.	Mission, Values & Aims	- Croydon has refreshed it shared Mission, Values and Aims – to improve service quality for staff and residents	- Staff engaged and project to review existing values completed with many staff attending focus groups and workshops - Culture change programme commenced to accommodate governance changes to Mayoral Model -	Med	
CC5.	Culture	- Council promotes a transparent, honest & inclusive environment across all services and amongst Members	- Code of Conduct review completed - Member Officer protocol reviewed - Cultural change programme commenced	High/Med	
CC6.	Communicating to partners	- An outline plan is in place to ensure effective communication with strategic partners, diverse group and communities	- Weekly Leader communication to reach out to partners - Further work to be done on Communication Strategy to accommodate Mayoral requirements	Med	
CC7.	Corporate Reports	- There is an effective and efficient system/process in place ensuring that Senior Officers and Members receive critical information and reports in a timely manner to be enable formal discussion and decision making	- Informal Cabinet and briefings to Members take place however further improvement is needed around timeliness of reports	High	
CC8.	Engagement	- Croydon can demonstrate that it has taken steps to share and communicate its vision and priorities to staff, Members, residents, and other stakeholder and that all are living those values	- Croydon Renewal Plan in place which describes the priorities and actions that the Council has in place to improve. This has been to Cabinet and has been discussed with Staff in Webinars and focus groups and is publicly available on the website.	High/Med	Completed
CC9.	Council Priorities	- Members understand at least at a high-level Council priorities and financial position	- Included as part of Members training plan – including regular training updates	High	

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## Transition Plan to Proposed New Structure April 22

Ref no	As Is Position	Transition To	Action To Be Taken	Priority	Current Status RED/Amber/Green
CC10.	New language	- Use of new management description cascaded and explained – to include intranet & Members	- Organisation Redesign of Council paper has been to Appointments Committee and is publicly available	High/Med	
CC11.	Key Codes	- Council's key codes are updated to reflect new management language – Officer Code of Conduct; Member Code of Conduct; Code of Corporate Governance, Monitoring Officer code	- Completed	High/Med	Completed
CC12.	Communications	- Internal comms plan that runs from run-up to transition and beyond	- Weekly communication plan in place and discussed with CMT - Communication Strategy to be developed	High	
CC.13	Culture	- Enabling “everyone to feel valued, and able to deliver at their full potential”	- An external supplier has been sourced to work with the Council on a culture change programme that uses a train the trainer methodology	High	
<b>Children &amp; Adults:</b>					
CA1.	UASC	- Council has a clear direction related to the handling of UASC and associated cost pressures	- Ongoing negotiation with DFE & home Office	High/Med	On-going
CA2.	Children's Services	- Council maintains “good” standard of Children's services	- Positive focused visit feedback - Positive SEND inspection - Children's Improvement board working well	High	
CA3.	Social Worker recruitment & retention	- Council takes proper measures to ensure it maintains requisite number of social workers across adults and Children services	- Achieved recruitment in CYPE including 'grow your own' strategy - Refreshed Workforce Strategy - Revised Recruitment & Retention Officer	High/Med	On-going
CA4.	Public Health	- Council has a clear direction on Public Health including Covid Recovery and related governance arrangements	- Public Health offer to be agreed with Directorates - 4-year financial plan to be developed	High/Med	
CA5.	NHS & Council working well together	- Strategy for continued positive relationship with NHS particularly in relation to securing proportionate funding	- On going negotiations in CYPE focussed on benefits for children from integrated health arrangements	Med	

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## Transition Plan to Proposed New Structure April 22

Ref no	As Is Position	Transition To	Action To Be Taken	Priority	Current Status RED/Amber/Green
CA6.	Children's Social Care	- Clear progress in the Children Social Care Delivery Plan	- New strategy subsumed into the Directorate Service Plans	High/Med	
CA7.	Adults Social Care	- Clear progress in Adult Social Care Delivery Plan	- Interim posts to be filled post - election date	High/Med	<b>Restructure completed</b> A small number of posts are filled on an interim basis with recruitment underway
CA8.	Structure Charts	- Intranet structure charts updated with new vocabulary	- Completed	Med	

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# New reporting structure-

live from 01 November 2021

*Directorates*

*Chief Executive*  
**Katherine Kerswell**  
**(C14509)**

*Corporate Director Resources*  
**Jane West**  
**(C14480)**

*Corporate Director Children, Young People & Education*  
**Deborah Jones**  
**(Interim)**  
**(C11269)**

*Corporate Director Adult Social Care & Health*  
**Annette McPartland**  
**(C12391)**

*Corporate Director Housing*  
**Susmita Sen (as of 18 May 2022)**  
**(C20647)**

*Corporate Director Sustainable Communities, Regeneration & Economic Recovery*  
**Nick Hibberd**  
**(C14710)**

*Assistant Chief Executive*  
**Elaine Jackson**  
**(Interim)**  
**(C14509)**

*Executive Director Localities & Residents Pathway*  
**Hazel Simmonds**  
**(C14509)**

*Assistant Chief Executive Directorate*  
(C14509)

Assistant Chief Executive  
Elaine Jackson  
(Interim)  
(C14509)

Interim Chief Digital  
Officer & Director  
of Resident Access  
Paul Golland (C14053)

Chief People  
Officer  
Dean Shoosmith  
(C14458)

Director of Policy,  
Programmes &  
Performance  
Gavin Handford  
(C14429)

Director of Public  
Health  
Rachel Flowers (C16001)

Director of Service  
Quality, Improvement  
& Inclusion  
Vacant (C14600)  
PAUSED

Head of Digital  
Operations  
Vacant (C14053)

Head of Human Resources  
(ASC & Health)  
Deborah Calliste (C14428)

Head of Business  
Intelligence & Performance  
Caroline Bruce (C13945)

Public Health Teams

Head of Digital  
Services, Access &  
Reach  
Opama Khan (C14053)

Head of Human Resources  
(Hsg & Sust Comms)  
Jennifer Sankar (C14428)

Head of Leader & Cabinet  
Office  
David Courcoux (C14411)

Head of Resident  
Contact  
Lisa Wheatley (C13906)

Head of Human Resources  
(Res & ACE)  
Gillian Bevan (C14428)

Head of Mayor's Office,  
Elections,  
& Coroners Service  
Seth Alker (C14389)

Head of Registrars  
& Bereavement  
Kevin Pilkington (C13782)

Head of Learning & Organisational  
Development  
Grace Padonou Addy (C14461)  
Service temporarily reporting

Head of Communications & Engagement  
Helen Parrott (C13846)  
Service temporarily reporting to DPP&P

Head of Recruitment  
Katie Wallace

*Resources Directorate*  
(C14480)

Corporate Director Resources  
Jane West (C14480)

Internal Audit (C13702)  
Dave Phillips (Interim)

Director of Finance

Nish Popat (Interim) (C13669)

Head of Finance  
(Housing & Sustain  
Croydon)  
Orlagh Guarnori  
(Acting) (C13669)

Head of Finance  
(Adult Social Care &  
Health)  
Mirella Peters  
(Acting) (C13669)

Head of Finance  
(Resources & ACE)  
Vacant (C13669)

Head of Finance  
(C, YP & E)  
Philip Herd (Interim)  
(C13669)

Head of Finance  
(Corporate & Treasury  
Management)  
Nish Popat (Interim)  
(C13669)

Head of Payments,  
Revenues, Benefits &  
Debt  
Catherine Black  
(C13797)

Monitoring Officer

Andrew Hunkin (Interim)  
(C14360)

Head of Democratic  
Services & Scrutiny  
Stephen Rowan (14360)

Service temporarily  
reporting to MO

Director of  
Commercial Investment

Peter Mitchell (C14720)

Head of Estates, Asset  
Management  
& Facilities  
Stephen Wingrave (C13744)

Head of Insurance Fraud &  
Risk  
Malcolm Davies (C13954)

Head of Pensions  
Nigel Cook (C13708)

Director of  
Legal Services

Stephen Lawrence-Orumwense  
(C14353)

Head of  
Social Care & Education Law  
Petrena Sharpe (Acting)  
(C14359)

Head of  
Litigation & Corporate Law  
Sandra Herbert (C14356)

Head of Commercial &  
Property Law  
Nigel Channer (Interim)

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**Adult Social Care & Health  
Directorate  
(C12391)**

**Corporate Director  
Adult Social Care & Health  
Annette McPartland (C12391)**

**Director of Adult Social  
Care Operations  
Simon Robson (Interim)  
(C12391)**

**Director of  
Commissioning and  
Procurement  
Bianca Byrne (Acting)  
(C13930)**

**Director of Adult  
Social Care Policy &  
Improvement  
Bianca Byrne (Acting)  
(C12391)**

**Head of Community  
Equipment Service  
Paul Kouassi (C12965)**

See final slide for HoS posts  
currently reporting under  
Director , but subject to  
restructure

**Head of Business & Service  
Compliance  
Caroline Baxter (C12391)**

**Head of 18-65 Disability  
Services  
Azuka Agbai (Acting)  
(C12391)**

**Head of Provider  
Services  
Simon Wadsworth  
(C12391)**

**Head of Improvement  
Richard Eyre (C12628)**

**Head of Safeguarding  
& Quality Assurance  
Nicholas Sherlock  
(C12505)**

**Head of Localities  
Sean Olivier (C12424)**

**Deputy Director  
One Croydon PMO  
(CCG paid)  
Laura Jenner (Acting)  
dotted line to Corporate  
Director ASCH**

**Head of Life Services  
(CCG Paid)  
Vacant (C12389)**

**Principal Social Worker  
& Head of Adult Mental  
Health & Substance  
Misuse  
Valentine Nweze (C12727)**

**Head of Integrated Contracts  
& Performance  
(CCG Paid)  
Paul Connolly (Acting)**

**Children, Young People & Education Directorate**  
(C11269)

**Corporate Director**  
**Children, Young People & Education**  
Deborah Jones (Interim) (C11269)

**Director of Children's Social Care**  
Roisin Madden (C10015)

**Head of Systemic Clinical Services, Workforce Development & Principal Social Worker**  
Jo George (C10020)

**Head of Access, Support & Intervention**  
Iain Low (C10015)

**Head of Social Work with Families & Children with Disabilities 0 -17 Services**  
Rodica Cobarzan (C10135)

**Head of Social Work with Children Looked After & Care Leavers**  
Vacant (C10318)

**Director of Education**  
Shelley Davies (C11278)

**Head of Commissioning & Services to Schools**  
Julia Ralphs (C10933)

**Head of Access to Education**  
Sarah Bailey (C10906)

**Head of Early Years, School Place Planning & Admissions**  
Denise Bushay (C11032)

**Head of 0-25 Special Educational Needs Service**  
Kathleen Roberts (Interim) (C10744)

**Director of Quality, Commissioning & Performance Improvement**  
Kerry Crichlow (C13300)

**Head of Child Protection & Review**  
Shaun Hanks (C10009)

**Head of Performance and Business Intelligence**  
Vacant (C13320)

*Housing Directorate*  
(C20647)

Corporate Director  
Housing  
*Susmita Sen (as of 18 May 2022)*  
(C20647)

Director of Housing -  
Estates &  
Improvement  
*Stephen Tate (C20647)*

Director of Housing  
*Justin Hunt (Interim)*

Director of Housing –  
Resident Engagement  
& Allocations  
*Yvonne Murray (C20950)*

Head of Responsive  
Repairs, Planned  
Maintenance & Safety  
*Vacant (C20220)*

Head of  
Allocations, Lettings &  
Income Collection  
*Vacant (C20485)*

Head of Asset Planning &  
Capital Delivery  
*Mohammed Ullah (C20855)*

Head of  
Homelessness &  
Assessments  
*Andy Griffin (C13414)*

Head of  
Policy & Performance  
*Vacant (C20647)*

Head of Tenancy &  
Resident Engagement  
*Sharon Murphy (Acting)*  
(C20465)

*Sustainable Communities,  
Regeneration & Economic  
Recovery  
Directorate (c14710)*

Corporate Director  
Sustainable Communities, Regeneration &  
Economic Recovery  
*Nick Hibberd (C14710)*

Director of Planning &  
Sustainable  
Regeneration  
*Heather Cheesbrough (C15337)*

Director of  
Culture & Community  
Safety  
*Kristian Aspinall (Interim)  
(C15535)*

Director of Sustainable  
Communities  
*Steven Iles (C14905)*

Head of Spatial Planning  
*Steven Dennington  
(C15358)*

Head of  
Culture, Leisure & Libraries  
*Vacant (15323)*

Head of Environment  
Services & Sustainable  
Neighbourhoods  
*James Perkins (Acting)  
(C15112)*

Head of Strategic  
Transport  
*Ian Plowright (C15448)*

Head of  
Music & Arts  
*Graeme Smith (C10864)*

Head of Highways &  
Parking Services  
*Vacant (C14905)*

Head of Building Control  
*Richard Patterson  
(C15328)*

Violence Reduction Network  
*Christopher Rowney (Acting)  
(C15535)*

Head of Environmental  
Health, Trading  
Standards & Licensing  
*Michael Goddard  
(C15484)*

Head of Development  
Management  
*Nicola Townsend (C15349)*

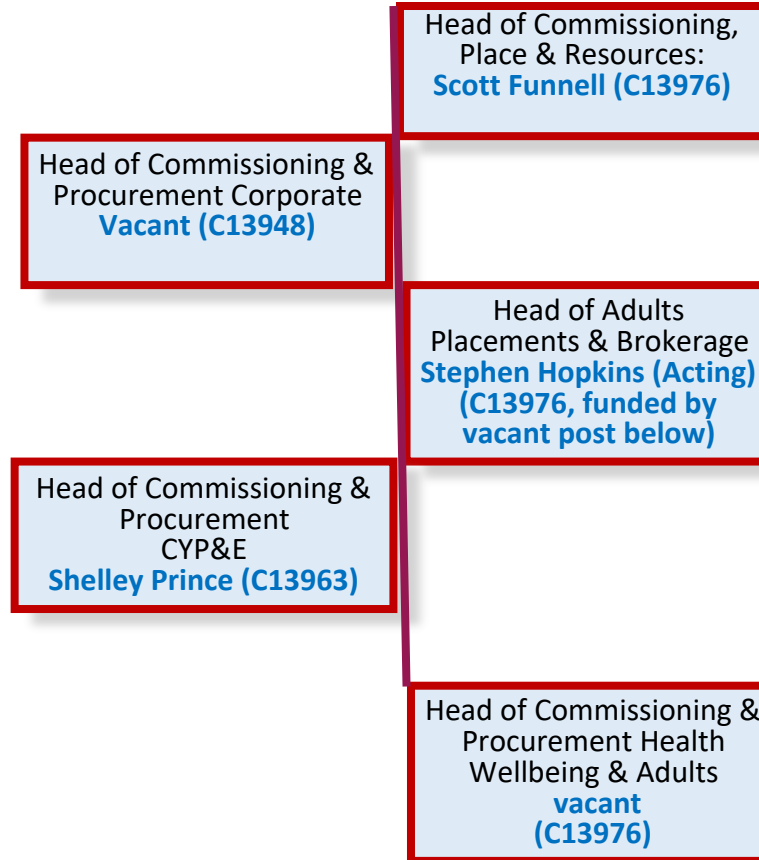
Head of Employment,  
Skills & Economic  
Development  
*Carol Squires (15282)*

Head of Growth &  
Regeneration  
*Vacant (C15324)*

Head of Independent  
Travel  
*Daniel Shepherd  
(C13966)*



*Commissioning & Procurement staffing – under separate review*  
*The new versions of these posts will be assimilated into the structure on the conclusion of the C&P review and restructure*



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# Housing Improvement Plan

*March 2022*

# Croydon's housing improvement plan

Five themes and the outcomes we are working to achieve for each



## Vision & governance

- A comprehensive vision to guide staff
- Strong governance around everything we do
- A trusted performance management system which provides assurance
- Transparent and accurate financial reporting

## Improving your homes

- Confidence in our stock data and our ability to utilise it
- A robust Asset Management Strategy
- Fit-for-purpose vehicles for delivering investment
- Robust arrangements for managing capital delivery contractors to drive satisfaction and value for money

## Our workforce

- A resident-focused and performance-oriented service
- Housing staff have the right skills, capacity, capability and tools to effectively perform their role
- Accountable and resilient leadership and management
- A diverse and talented workforce reflective of the community it serves

## Repairs & safety

- A system that makes reporting a repair easy
- Repairs done on time and right first time
- Full compliance with the Building Safety Act
- Quick turnaround of voids

## Customer service & resident engagement

- Residents find it easy to contact us
- Resident engagement is at the heart of all we do
- All residents are provided with the information they need
- Compliance with complaints handling requirements and best practice



### 1. Introduction

The independent ARK investigation in spring 2021 into living conditions at 1-87 Regina Road, South Norwood discovered a wide range of problems across the Council's housing service. The report concluded that there were a range of issues across the Council's operational teams and with the main repairs contractor. These issues led to a failure to deliver even basic core housing services effectively and were symptomatic of poor performance across the Council's housing service.

Specific issues identified include:

- A lack of capacity and competence
- A poor operating culture with a lack of respect and care for tenants
- Systemic problems in how the Council communicates and deals with tenants' concerns and complaints
- Weak performance management meaning senior managers did not have oversight of issues
- Poor use of data and intelligence by the Council and its contractors

In response, we have produced the Croydon Housing Improvement Plan to set out a clear set of objectives and actions that will address these problems and improve services across the new Housing Directorate. The Housing Improvement Plan addresses the seven recommendations for improvement listed in the ARK investigation:

1. Establish clear governance arrangements to provide strategic leadership to the service.
2. Undertake a forward-looking skills gap analysis.
3. Implement a development programme to ensure all staff consistently demonstrate the attitudinal and behavioural competences need to support the Council's values and shape its culture.
4. Strengthen the Council's capacity, competence and commitment to tenant involvement through training and development of staff and councillors.
5. Develop 'business intelligence' systems that allow the Council to collect and share real-time information on asset condition and performance (including from the contractor).
6. Conduct a fundamental review of performance management arrangements.
7. Make improvements to complaints handling in line with the Housing Ombudsman's Complaint Handling Code.

## LBC HOUSING IMPROVEMENT PLAN

### 2. What difference will this make?

In establishing this Improvement Plan, the Council is setting out a vision that enshrines learning lessons from the past and providing safe homes for our tenants and leaseholders.

We aim to provide residents with homes that are safe, warm and dry, and that they are proud to call home. In doing so, we will always aim to treat them with respect and dignity, and listen to their voices, irrespective of race, disability or any other protected characteristic. We will seek to ensure that our contractors do the same. We will aim to measure the things that are important to our residents. We will aim to provide services that offer good value for money.

In order to deliver on this commitment, we know that we need to change the culture of the organisation so that we become more focused on the needs of residents. We will need to put resident engagement at the heart of what we do. We will need to build organisational capacity and competence, and work in partnership with our contractors.

In doing this we will be guided by, and aim to be in compliance with, the four consumer standards set out by the Regulator of Social Housing:

- Home Standard
- Tenancy Standard
- Neighbourhood & Community Standard
- Tenant Involvement and Empowerment Standard

This change cannot happen overnight, but progress must be demonstrable and visible. If we deliver the outcomes of this Plan successfully, residents will find it much easier to get the services they need from their landlord. These services should also be delivered in a timely manner and to a good standard - and we know that our responsive repairs service is a resident priority for improvement.

All residents should feel that they have the opportunity to have their voices heard in the management of their homes. When we get things wrong, complaints must be dealt with in line with the requirements of the Housing Ombudsman, and we must act swiftly to put things right. We must also invest in resident homes to maintain and improve them - not only for our current occupants, but also for future generations.

## LBC HOUSING IMPROVEMENT PLAN

### 3. Work to date

Since spring 2021, considerable work has already taken place to lay the foundations for this Plan. As well as basing this Plan on the recommendations of the ARK report, we have listened to the voices of our tenants and leaseholders, councillors, staff, and the independent Housing Improvement Board.

At Regina Road, the worst affected households have either been moved, or approved for a move and are currently waiting for a suitable property to become vacant. An extensive programme of repairs, including fire safety works, has been carried out and further repairs are planned in the immediate future. Detailed surveys of all blocks have been undertaken and shared with residents. A resident reference group has been established to discuss longer term investment plans and the future of the estate.

Previously fragmented elements of the housing service have been brought together into a unified Housing Department and a Corporate Director for Housing has been appointed. A new top-level management structure is in place. Housing staff have run a major exercise of door-knocking and roadshows to gather the views of residents.

Performance reporting has been improved and regular reports are submitted to the Council's Cabinet. Performance in relation to compliance with health and safety requirements is prominent in this improvement. Improvements in governance and contract management have been put in place.

Drafts of this Plan have been widely discussed with stakeholders including the Council's Streets, Environment and Homes Scrutiny Sub Committee and the Housing Improvement Board. Their feedback has helped shape the Plan.

As a result of this feedback, we have organised the Plan into five clear Areas of Focus:

- Vision and Governance
- Customer Service and Resident Engagement
- Repairs and Safety
- Improving Your Homes
- Our Workforce

For each Area of Focus, we have set out our desired outcomes, the key milestones on the way to delivering those outcomes, and suggested metrics for measuring progress in that area.

## **LBC HOUSING IMPROVEMENT PLAN**

### **4. Resident engagement**

In delivering the outcomes required by this Plan, resident engagement must be placed at the heart of our landlord service. This means that we must expand and improve our resident engagement structures and processes to enable tenants and leaseholders to set priorities, shape policies and co-design improvements to the service. Feedback from our satisfaction surveys will be central to assessing the progress of our services and the success of this Plan.

In order for this to be successful, we will need to significantly improve the way we provide information about services to our residents, via whichever channels work best for them.

In developing and delivering the Plan, we also need to build upon the excellent work already done by residents as part of the Tenant & Leaseholder Panel, Performance Monitoring Group, and Resident Scrutiny Panel, especially in relation to voids processes and developing a Residents Charter.

### **5. Equalities**

The Council is committed to treating all of our residents with respect and dignity irrespective of race, disability or any other protected characteristic. This commitment needs to be reflected in the delivery of all aspects of this Plan.

Ensuring all council tenants and leaseholders are treated with respect and empathy must align with the council's statutory responsibilities under the Equality Act 2010. No council tenant or leaseholder should feel discriminated against on the basis of their race, religion, age or gender. The impact of the Plan on council tenants with protected characteristics will be scrutinised and regularly assessed to promote equality. The Housing service must be tailored to reflect the diverse community it serves.

Where compliant with the General Data Protection Regulation, this will mean looking at the outcomes of our services by protected characteristics. Where required, we will prepare Equality Impact Assessments in respect of major service changes.



### 6. Dependencies and interdependencies

The various areas of focus set out in this plan interact with other to a considerable extent and will only be effective in improving the housing service if they working together as a coherent, integrated set of processes and people working across the Housing service as one team. Furthermore, there are a number of key activities that sit outside of this Plan which will have a significant impact on the desired outcomes of the Plan:

**Mayoral election** - the move to an elected Mayor in May 2022 will be a key moment in the development of this Plan. The Mayor will no doubt wish to continue to shape the Housing directorate and the development of this Plan.

**Croydon Renewal Plan** - the Housing Improvement Plan must be read as an important element of the wider Croydon Renewal Plan.

**ICT** - the Plan references the move towards adopting the new NEC Housing IT System. This is a major project in its own right. As the Plan develops, we will also need to address the Housing aspects of an evolving Croydon Digital Strategy.

**Recruitment** - the recruitment and retention of key housing staff has been a significant challenge for the Council. If we are unable to recruit and retain housing staff in the future, this will constitute an obstacle to the delivery of the Plan.

**Housing Revenue Account** – Money has been set aside in the 22/23 HRA budget to fund compliance with the Building Safety Bill. The delivery of the other objectives of the Plan must either be achieved within existing resources or become a draw on HRA Reserves. The Housing Improvement Board will be kept advised as to any spending over and above existing resources.

**Procurement** – The Plan will involve significant procurement work and the results of this will obviously be influenced by the condition of the market.

**Public Health** – Whilst there is no specific public health workstream within the Plan, the enormous impact of housing on health is recognised by the Council. Alignment of this work with wider public health objective is therefore essential.

## LBC HOUSING IMPROVEMENT PLAN

### 7. Area of Focus: Vision & Governance

In order to deliver a high standard of service to our tenants and leaseholders, it is essential that we have a clear vision that is understood by all our staff. We also need strong governance arrangements that align with the Council's wider governance requirements and link to other key stakeholder such as tenants and leaseholders, and the Regulator for Social Housing.

Our governance must be supported by accurate performance management information that fulfils a dual purpose.

- 1) It measures how we run our business in line with the targets and objectives we set for ourselves; and,
- 2) It also captures how, as a landlord, we meet expectations of our tenants and leaseholders. Likewise, financial reporting needs to be comprehensive, accurate and sufficiently transparent to allow tenant and leaseholder scrutiny.

#### **Outcomes**

- A comprehensive vision to guide staff
- Strong governance around everything we do
- A trusted performance management system which provides assurance
- Transparent and accurate financial reporting

#### **Milestones and metrics**

<b>A comprehensive vision to guide staff</b>	
Initial statement of values made to the Regulator of Social Housing and communicated to staff	March 2022
Delivery of strategy and service plan for the Department, which sets out the way forward	April 2022
New operating model approved by Cabinet	January 2023
<i>Associated Metric:</i> Staff understand the objectives of the Council and their role in delivering them – as measured through annual staff survey	

## LBC HOUSING IMPROVEMENT PLAN

<b>Strong governance around everything we do</b>	
Internal governance statement that captures relevant controls and stakeholder involvement	March 2022
Housing Improvement Plan finalised and approved	March 2022
Regulator of Social Housing determination of compliance with Tenancy and Homes Standards	Mid-2023
<i>Associated Metric:</i> None. Compliance will be set out in an annual governance statement submitted to Internal Audit	

<b>A trusted performance management system which provides assurance</b>	
Policy & Performance Team established to lead work	May 2022
Refreshed set of indicators agreed with Tenant & Leaseholder Panel	September 2022
Accuracy of data and systems used for performance indicators audited	March 2023
<i>Associated Metric:</i> None. Success to be determined by sign-off of management information reports by Tenant & Leaseholder Panel	

<b>Transparent and accurate financial reporting</b>	
Refreshed Housing Revenue Account Business Plan approved by Cabinet	March 2022
Review of Tenant Service Charges to establish accuracy and transparency	October 2022
Regular financial reports made accessible to all tenants and leaseholders for scrutiny	November 2022
<i>Associated Metric:</i> None. Success to be determined by sign-off of financial reports by Tenant & Leaseholder Panel.	

## LBC HOUSING IMPROVEMENT PLAN

### 8. Area of Focus: Customer Service & Resident Engagement

The overarching aim of the Housing Improvement Plan is to improve the Council's landlord services for our tenants and leaseholders. We have devised a work stream which will improve our customer services and engage tenants and leaseholders in our improvement plans.

Tenant and leaseholder satisfaction with the Council's housing services will enable the Council to assess whether the Improvement Plan has been effective. Improvements to our 'front-door' and engaging residents to co-design these improvements will be crucial.

#### **Outcomes**

- Residents find it easy to contact us
- Resident engagement is at the heart of all we do
- All residents are provided with the information they need
- Compliance with complaints handling requirements and best practice

#### **Milestones and metrics**

<b>Residents find it easy to contact us</b>	
Revised policy on telephony contact developed and implemented	October 2022
Revised access and support offer for vulnerable tenants developed and implemented	October 2022
Clear policy on digital contact and transactions developed and implemented	April 2023
<i>Associated metrics:</i> STAR tenant satisfaction survey ("how satisfied or dissatisfied are you that the housing service is easy to deal with?")	

## LBC HOUSING IMPROVEMENT PLAN

<b>Resident engagement is at the heart of all we do</b>	
Programme developed of resident engagement to ensure that we create opportunities for all tenants to tell us about and shape their experience of the housing service	October 2022
Resident engagement strategy developed around building safety in high-rise blocks	October 2022
Prepare for implementation of the Charter for Social Housing Residents (Social Housing White Paper)	March 2023
<i>Associated metric:</i> STAR tenant satisfaction survey	

<b>Provide all our residents with the information they need</b>	
Key information is advertised locally via estate and block noticeboards	April 2022
Comprehensive service information is available to residents on the Council's website	October 2022
Comprehensive service information is available via telephone, correspondence or in-person	October 2022
<i>Associated metric:</i> Audit of information through the Housing Scrutiny Panel	

<b>Compliance with complaints handling requirements and best practice</b>	
Full range of service standards co-created and co-produced with tenants and leaseholders	June 2022
Quality of responses to complaints is audited and analysed	July 2022
Learning from complaints is systematically used to improve services	October 2022
<i>Associated metric:</i> Number of complaints received and resident satisfaction with complaints handling	

**9. Area of Focus: Repairs & Safety**

The Council’s failings at Regina Road and the subsequent criticism set out in the ARK report were, first and foremost, the consequence of failings of our repairs processes. It is essential that the Council has a responsive repairs system that residents find easy to use and can deliver the required repairs on time and to a high standard.

This must be achieved within the context of forthcoming post-Grenfell building safety legislation that places considerable new statutory responsibilities on landlords. We also have to address the challenge of making the best use of our housing stock by turning around empty homes as quickly as possible.

**Outcomes**

- A system that makes reporting a repair easy
- Repairs done on time and right first time
- Full compliance with the Building Safety Act
- Quick turnaround of voids

**Milestones and metrics**

<b>A system that makes reporting a repair easy</b>	
Additional tenant and leaseholder engagement on repair contact	July 2022
Redesigned repairs reporting process	September 2022
NEC <sup>1</sup> Housing management solution implemented	November 2022
<i>Associated Metric:</i> 'Get through on first time' satisfaction rating and overall satisfaction rating with repairs	

<sup>1</sup> NEC is a housing management system provided by NEC Software Solutions.

**LBC HOUSING IMPROVEMENT PLAN**

<b>Repairs done on time and right first time</b>	
Improvement plan with current contractor agreed and implemented	July 2022
Re-procurement of new tenant and leaseholder focused repairs contractor	June 2023
Start of new repairs contract	August 2023
<i>Associated Metrics:</i> Repairs completed first time and overall satisfaction with repairs	

<b>Full compliance with existing and upcoming safety regulations</b>	
Additional resource joins the building safety and compliance team	September 2022
Demonstrable satisfactory compliance within existing regulatory frameworks	March 2023
Demonstrable compliance with Fire Safety Act and Building Safety Act upon enactment ensured	May 2023
<i>Associated Metrics:</i> “Big six” main compliance indicators	

<b>Quick turnaround of voids</b>	
Complete benchmarking review to establish best practice	September 2022
Completed business process re-engineering review of void management building upon resident task and finish and scrutiny recommendations	December 2022
NEC Housing Reports available to support decision making	December 2022
<i>Associated Metric:</i> Key-to-key turnaround in calendar days	

## 10. Area of Focus: Improving Your Homes

Over the next 30 years, the Council expects to invest almost £750m in its housing stock. It is essential that the Council is able to prioritise and direct this investment as efficiently as possible and obtain good value for money. As part of this process, it is important that the Council develops and implements business systems that enable collection and sharing of real-time information on asset condition and performance, in order to improve the management of repairs and drive better investment decisions. We must utilise all available data to develop a cost-effective plan for improving the housing stock to ensure homes are safe, warm and dry.

### **Outcomes**

- Confidence in our stock data and our ability to utilise it
- A robust Asset Management Strategy
- Fit-for-purpose vehicles for delivering investment
- Robust arrangements for managing capital delivery contractors to drive satisfaction and value for money

### **Milestones and metrics**

<b>Confidence in our stock data and our ability to utilise it</b>	
Capacity within the team to analyse and audit data	June 2022
NEC Housing System go-live	November 2022
Receive next tranche of stock condition data	January 2023
<i>Associated Metric:</i> Number of non-decent homes as per statutory return	



## LBC HOUSING IMPROVEMENT PLAN

<b>A robust Asset Management Strategy</b>	
Draft Asset Management Strategy available for resident consultation	October 2022
Resident consultation complete	December 2022
Strategy approved by Full Council	January 2023
<i>Associated Metric:</i> None	

<b>Fit-for-purpose vehicles for delivering investment</b>	
Completed review of existing capital delivery vehicles	June 2023
Agreement as to future procurement needs and strategy	September 2023
Additional procurement complete	September 2024
<i>Associated Metric:</i> Resident satisfaction with major repairs to their homes	

<b>Robust arrangements for managing capital delivery contractors to drive resident satisfaction and value for money</b>	
Complete review of Housing contract management processes	July 2022
Review external contract support arrangements	October 2022
Revised contract management process and structure in place	TBC
<i>Associated Metric:</i> Resident satisfaction with major repairs to their homes	

## LBC HOUSING IMPROVEMENT PLAN

### 11. Area of Focus: Our Workforce

Everything we do will be determined by the quality and motivation of our workforce. We need to ensure that we recruit and retain the best possible staff, and we want to ensure that the composition of our workforce- at all levels of the organisation- reflects that of the community we serve. The ARK report was highly critical of the culture within the housing service and this must be addressed.

We want our staff to be highly motivated and have the right tools to do the jobs being asked of them. And this can only be achieved if we have good quality leaders and managers who can give staff the support they need and model the behaviours required by the organisation.

#### **Outcomes**

- A resident-focused and performance-oriented service
- Housing staff have the right skills, capacity, capability and tools to effectively perform their role
- Accountable and resilient leadership and management
- A diverse and talented workforce reflective of the community it serves

#### **Milestones and metrics**

<b>A resident-focussed and performance-oriented service</b>	
Values-based, customer service focused behavioural framework developed and implemented	September 2022
Staff survey culture recommendations for housing directorate implemented	April 2023
Refreshed performance management framework, appraisals and 1-2-1s implemented and monitored	October 2022
<i>Associated Metrics:</i> Tenant and leaseholder satisfaction with staff interaction – as measured through STAR survey. Staff survey questions on organisational culture	

## LBC HOUSING IMPROVEMENT PLAN

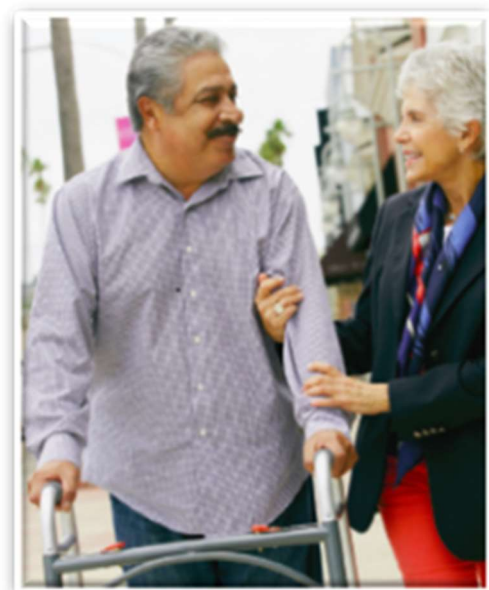
<b>Housing staff have the right skills, capability and tools to effectively perform their role</b>	
Staff skills audit completed	June 2022
Comprehensive learning & development programme developed and delivered	February 2023
Impact of learning & development interventions programme measured	June 2023
<i>Associated Metrics:</i> Staff feel equipped to do the jobs required of them – as measured through annual staff survey	

<b>Accountable and resilient leadership and management</b>	
Leadership and management behaviours and skills audit completed	July 2022
Capability interventions to equip all levels of management with skills, tools and behavioural frameworks to effectively lead their teams are implemented	December 2022
Compliance with new behavioural frameworks is measured	April 2023
<i>Associated Metrics:</i> Staff understand the objectives of the Council and feel supported by their managers to deliver them	

<b>A diverse and talented workforce reflective of the community it serves</b>	
Comprehensive data on workforce composition and gap analysis is collected	May 2022
Workforce Plan to address recruitment and retention challenges is updated	October 2022
Systems developed and implemented where housing staff can share their views and regularly be heard	October 2022
<i>Associated Metric:</i> Our workforce data – reporting format still to be confirmed.	



# Croydon Council Adult Social Care & Health Strategy 2021 to 2025 - **DRAFT**



**Croydon Council**  
**Adult Social Care & Health Strategy – 2022 to 2025**

**Enabling people to live in a place they call home,  
with the people and things that they love, doing the things that matter to  
them in communities which look out for one another.<sup>1</sup>**

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<sup>1</sup> #socialcarefuture

## Introduction

### Councillor Janet Campbell - Cabinet Member for Families, Health and Social Care



Social Care is an essential part of the fabric of our society. Social Care at its best enables and transforms peoples' lives whether they need support with mental health, because of physical disabilities, learning disabilities, sensory impairment or because they are becoming older and in need of additional support.

Social Care supports people to work, to socialise, to care and support family members and to play an active role in their communities and, when necessary, protects people to keep them safe from harm. Adult social care in Croydon is also a major employer supporting local jobs and contributing to our local economy.

The number of people who might need adult social care services in the future is expected to rise significantly and Local Authorities have statutory duties to meet these needs. This Strategy outlines the approach we are taking to effectively manage these challenges within the resources we have available over the next 3 years.

In summary we have set out how we will:

- Keep adults safe who are at risk of abuse or neglect,
- Focus on preventive services which help to avoid problems from getting worse,
- Work with people to increase their independence, health and well-being to free up resources for those who most need them,
- Work with partners to provide more joined up health and social care services,
- Work with local people to design, develop and plan together new and innovative services which deliver better outcomes at better value; and
- Continue to manage our own finances and contribute to the financial stewardship of Croydon's 'public purse'.

## Addressing the challenges facing Adult Social Care in Croydon

### Annette McPartland, Corporate Director Adult Social Care



We are challenging and changing how we deliver social care in Croydon in order to improve your services, reduce our expenditure and live within the council's available resources. This will put adult social care in Croydon on a sustainable footing whilst ensuring that people who need services receive them.

However, our fundamental vision for adult social care remains - residents should live as independent lives as possible, carers are supported in their caring role and our adults at risk of abuse or neglect are kept safe from harm.

Our mission is to make the best use of available resources to keep people in Croydon safe and independent.

To achieve this, we must target our offer and be precise in what we can affordably do for our residents and utilise peoples' strengths to maximise their independence.

Where possible, we want to enable our residents to have their own front door, and to live in the borough and be connected to their communities.

This strategy will support the delivery of our core offer:

- Safeguarding adults at risk of abuse or neglect,
- Providing social care information and advice to all residents and their families who need it,
- Supporting residents who have care and support needs in partnership with statutory and voluntary sector organisations, in an asset-based approach underpinned by community led support,
- Providing support proportionately, ensuring we make best use of the resources we have available,
- Commission services that meet the delivery of the core offer and to have a sustainable and quality market for residents,
- Integration with health where it makes sense for local residents, and,
- Developing an integrated plan to manage the long-term effects of COVID.

Our key objective is to manage Croydon's activity and expenditure on adult social care to the London average or below for younger adults and the English average or below for older adults by March 2024, whilst fulfilling all our statutory responsibilities and ensuring that our adults are supported and those at risk of abuse or neglect are safe.

The Council will have a 'Cost of Care Policy' which will support the Adult Social Care Strategy and provide a quality and sustainable provider care market within Croydon.

Each year the Council will set out what it will pay as a minimum amount for care to providers, to ensure a sustainable market that provides excellent care, provides activities and care that is person centric and has staff development/retention as a key area.

Our strategy will be a live and evolving document; we welcome the new national policy paper – 'People at the Heart of Care: adult social care reform', and will evolve our offer in line with any new legislation.



## Our #socialcarefuture

We all want to live in the place we call home with the people we love, in communities where we look out for one another, doing the things that matter to us and with the peace of mind that should we, our families or neighbours need some support from public services to do so, that it will be there for us.

Great support offered how we want and need it helps all of us to keep or regain control over our lives. It helps us connect and sometimes reconnect with the things that are most important to us and to realise our potential. By doing so, it allows us to keep on contributing to our communities, with the benefits rippling out to everyone.

By investing in this together we can create great support that works well for all and fits with our varied and complex modern lives. It will help us with challenges like balancing work with family life and supporting our parents and grandparents when we no longer live close by.

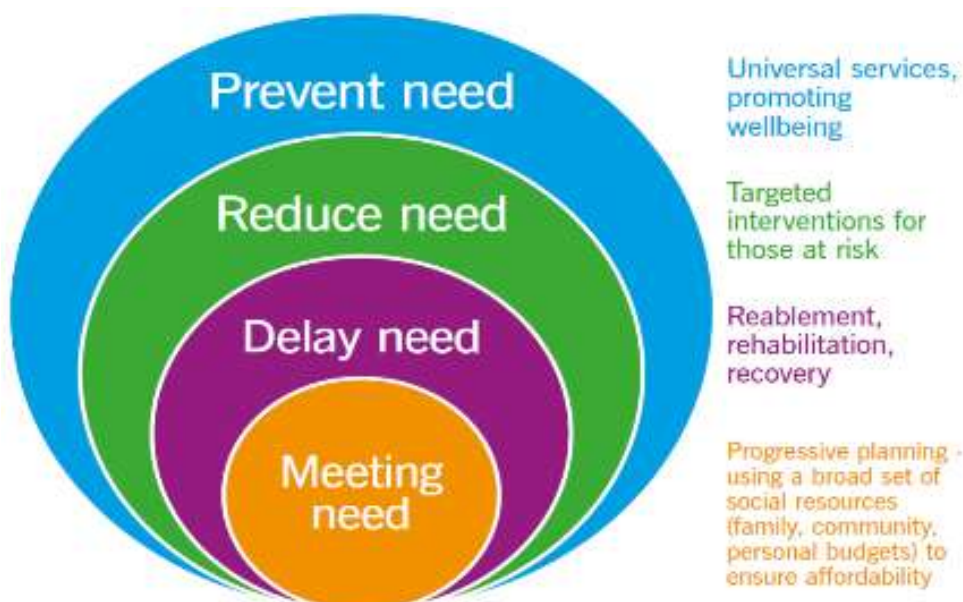
By all making our contribution to this we can demonstrate that everyone genuinely counts and ensure we are all able to enjoy a rich and rewarding life, irrespective of age or disability. By putting enough flexible, creative support in place, our longer lives can be something to be celebrated and looked forward to.

By investing together we can create reliable and effective social care support for everyone. By investing in social care, we can invest in us.

## Strategic Approach: Prevent, Reduce and Delay

### The model

To meet our obligations under the Care Act 2014 we are using a model which is 'layered'. The Model is designed to ensure that people can get the right level and type of support, at the right time to help prevent, reduce or delay the need for ongoing support and maximise people's independence. This is the model we will use in adult social care and health.



### Prevent need

We will work with our partners to prevent people needing our support. We will do this by providing information and advice so that people can benefit from services, facilities or resources which improve their wellbeing. This service might not be focused on particular health or support needs; but is available for the whole population. For example, green spaces, libraries, adult learning, places of worship, community centres, leisure centres, information and advice services. We will promote better health and wellbeing and work together with families and communities, including local voluntary and community groups.

### Reduce need

We will identify those people most at risk of needing support in the future and intervene early if possible to help them to stay well and prevent further need for services. For example, we might work with those who have just been diagnosed with dementia, or lost a loved-one, people at risk of isolation, low-level mental health problems, and carers. We will use a re-ablement approach with our residents and set realistic and ambitious goals with them to regain independence following a spell of illness, accident or admission to hospital for example. We will provide people with technology enabled care to limit the intrusive nature of care and promote independence.

### Delay need

This will focus on support for people who have experienced a crisis or who have an illness or disability, for example, after a fall or a stroke, following an accident or onset of illness. We will try to minimise the effect of disability (acquired or from birth) or deterioration for people with ongoing health conditions, complex needs or caring responsibilities.

Our work will include interventions such as re-ablement, rehabilitation, and recovery from mental health difficulties. We will work together with the individual, their families and communities, health and housing colleagues, to ensure people experience the best outcomes through the most cost-effective support. We will offer re-ablement at each appropriate part of a person's journey through services.

### Design principles

Our model for adult social care is underpinned by a set of principles, which aim to put the person in control at the centre of the service, and ensure that the support they receive can deliver the right outcomes for them and manage any risks appropriately.



**The right person:** people who need support are identified and prioritised.

**The right time:** to prevent things getting worse, increase resilience and maximise independence.

**The right place:** at home, in the community or in a specialist setting according to need and what is most cost-effective.

**The right support:** just enough to keep people safe and prevent, reduce or delay the need for long term help, delivered by the right people with the right skills.

**The right partner:** working more effectively with individuals, their friends and families and in partnership with other organisations to achieve more joined-up and cost-effective support.

## Strengths based practice and community led support

### Personal strengths and assets

Our work with people by supporting an individual's strengths and assets. We will:

- Have person-centred conversations, building a picture of each person's individual strengths, preferences, aspirations and needs.
- Provide any support needed to enable the person to express their views and participate in the conversations, including independent advocacy if required.
- Involve the person's wider social network (carers, family, friends, advocates) if that is their wish, and explore the support it may offer.
- Share information with the person in an accessible way so that they feel informed about care and support services, financial advice, safeguarding procedures, rights and entitlements, how to make a complaint, and personal budgets.
- Consider how to support and promote positive risk-taking; and
- Promote the person's interests and independence, including through contingency and crisis planning, and their preferences for future care and treatment.
- Enabling people to maintain their identity by providing culturally appropriate services that meet individual needs.



### **Community strengths and assets**

Building a stronger connection between the person and their community is mutually beneficial. By bringing services closer to communities this brings strong local knowledge which can inform approaches to build on the strengths of individuals and those communities. Croydon has a diverse range of communities, we partner with providers who reflect the diversity of our community to enable people who access services to feel psychologically safe. We have a unique opportunity to do this through our work with Healthy Communities Together (HCT) supported by our Croydon's localities operating model.

We've based the elements of empowerment & engagement in our model on practical experience gained during Covid-19 of mobilising communities in this way, so that the new Local Community Partnerships will be in a position to develop community plans for each locality that are informed by local residents (engaged in the process by our Community Builders) and shaped by the voluntary and statutory practitioners working interdependently on the multi-disciplinary teams.

To achieve that shift in investment we now need to construct a localities commissioning model that responds to the community engagement and puts our principles – collaborating and co-designing service models – into practice.

Using the Communities Renewal Plan as a strategic framework we've started the local planning process through the series of Building Community Partnership meetings. We will ensure that local priorities inform routes to market and procurement strategies and in simplifying commissioning enable our local, grassroots groups to innovate in public service delivery.

### **Meeting need**

We take a person centered approach, looking at the individual, their strengths and who they choose to support them. Once we have identified and explored what's available to someone within their family and community, any statutory support will be determined. There will also be the appropriate a period of reablement to maximise their independence. People who need our help and have been assessed as eligible for funding, will be supported through a personal budget.

The personal budget may be taken as a payment directly to them or can be managed by the council. Wherever possible we will work with people to provide a choice of help which is suitable to meet their outcomes. Whilst choice is important in delivering the outcomes that people want, maintaining people's independence and achieving value for money is paramount.

We will identify and eradicate any inequality in care quality or access to care ensuring people who access services can experience positive outcomes and be supported with regard to physical and mental wellbeing.

We will invest in, support and spread innovation, including harnessing the Internet of Things to revolutionise smart home technology, investing in remote monitoring of health and wellbeing, in telemedicine and assistive technologies.

We will harness the power of data analytics and Artificial Intelligence to better understand the factors that enhance peoples' wellbeing, as well as to deepen and expand the choice and control people are able to exercise over their own lives.

An area we are developing is the use of technology and digital tools to support independent living and improve the quality of care. The covid-19 pandemic has shown that technology can be a 'lifeline' to some people, but there are people in Croydon for whom this is a barrier. Working with partners we will up-skill and support our residents to get the most out of any digital offer.

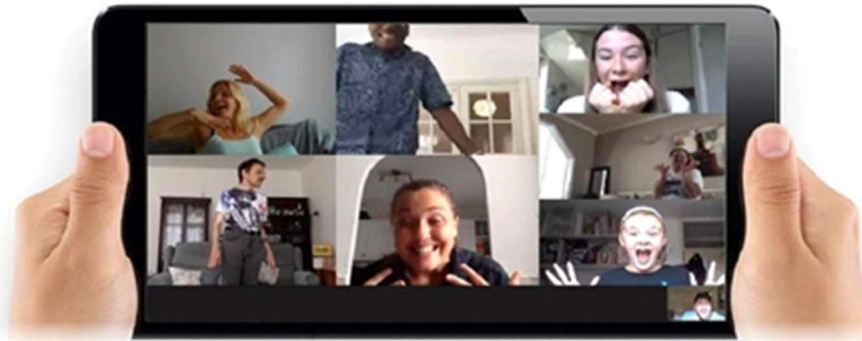
In March 2020 our Active Lives Service had to stop all physical meetings. The challenge was how could we ensure that we kept in contact with those we supported and how could they stay in contact with friends?

Friends connect was started and it has evolved into our Virtual Offer where we have a range of activities such as art, drama (with the Brit School), Tai Chi, quizzes, exercise classes and more.

We learnt that:

- People (staff and people who access our services) can 'learn' to overcome their fear of technology with patience and support
- Staff can be creative when given freedom and time
- Those that use our services are often more adaptive than we give them credit for

MT said that she was very happy to see her friends from active lives service. She loved the exercise, as they are helping her to keep fit and lose some weight. When asked about the workout, MT said: *'it is great! I especially enjoy the exercises with clapping'* MT stated that she would not change anything at the sessions and would like to continue them.

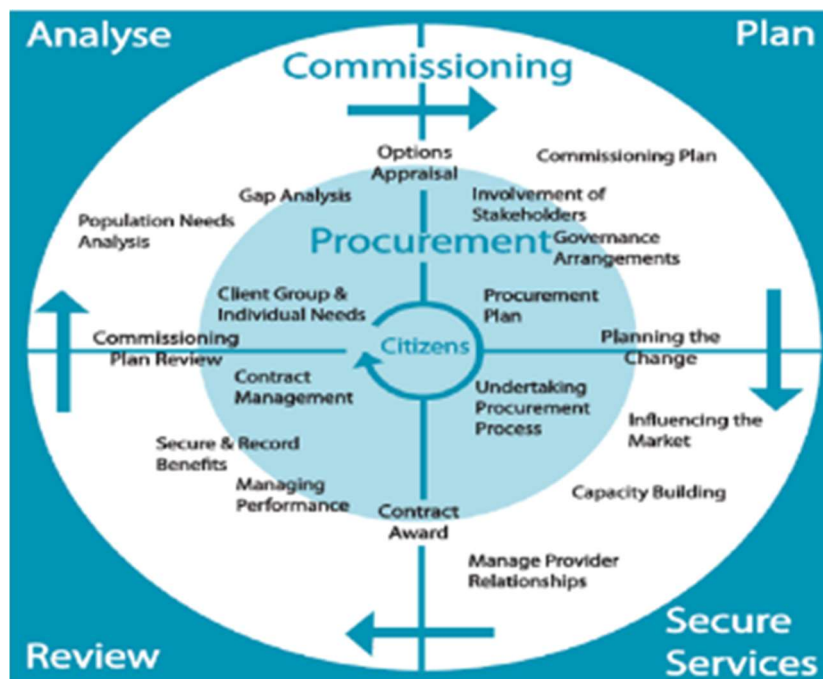


## Commissioning

We will transfer our commissioning resource to the Directorate so that operational teams and commissioning teams can work even more closely together to identify opportunities to develop better services which deliver better outcomes for people at better value. We will co-design services with our residents, communities, providers and partners as part of our approach to delivering each part of our commissioning cycle.

Through proactive approaches in working with the market and through our quality assurance teams we will ensure commissioned services deliver good outcomes, are strengths and evidenced based and designed around the needs of our local populations.

We will establish a modern strategic procurement function corporately to ensure we tender for services that deliver best value from the external provider market. High quality services are provided through good contract management and we will maintain healthy, productive and strategic relationships with the adult social care market to support ongoing service innovation and market development.



In delivering and commissioning services we want to achieve the best value and most cost-effective means of delivering high quality. This will be achieved through rigorous application of each stage of the commissioning cycle. This is important, not just because local authorities are receiving less funding from government to provide care, but also because most people using support services contribute to the cost, and many thousands of people in Croydon fund their own care entirely. We have a regulatory role to ensure that the quality of the market is also good for people who self-fund and those who are placed in Croydon by other authorities or organisations.

We will review our in-house directly managed services to ensure these resources play a strategic role in a mixed economy of care, are cost effective and re-patterned or repurposed to help address challenges in the capacity, sustainability and/or quality in the local adult social care market.

The commissioned provision will have a reablement focus in supporting people to be resilient and access support for as short a time as needed. Giving people control over their own budgets and care plans also delivers better and more cost-effective outcomes, through direct payments.

We will state our commissioning intentions annually through our Market Position Statement. This will include how we develop and maintain a sustainable provider market of care within Croydon.

### **Safeguarding**

Keeping our adults with care and support needs safe, enabling them to manage the safeguarding risks in their lives, and protecting them from abuse and neglect is a priority for Croydon.

In promoting the wellbeing of adults in Croydon adult safeguarding is essential. Focus on the individual is at the heart of safeguarding is paramount. It is important that the person's views, wishes and beliefs are at the centre of any safeguarding intervention. The Mental Capacity Act 2005 and the '5 Principles' that underpin it gives a framework to support adults who may lack capacity in areas of their life. This framework is applied across adult social care.

A key function of adult safeguarding is supporting people who lack mental capacity, and are deprived of their liberty in order to prevent them coming to harm. Very often these people are placed in care homes or other supported environments. This is managed through the Deprivation of Liberty Safeguards (DoLS), a regulated process involving specialist assessments.

The Deprivation of Liberty Safeguards (DoLS) are being replaced with the Liberty Protection Safeguards, although at time of writing there is no definite date for implementation.

Adult Safeguarding only functions well, when the agencies work together to support the adult with care and support needs, who is at risk of abuse. To oversee this activity there is in place a statutory strategic board made up of senior managers across these agencies. This is the Croydon Safeguarding Adults Board (CSAB). It has a key function to assure itself that local safeguarding arrangements and partners act to help and protect adults with care and support needs.

### **Working in Partnership**

Partnership in Croydon between the Council, NHS and voluntary sector is strong and mature. The One Croydon Alliance across its six partners are focussed on system financial sustainability and improved outcomes for residents through the Croydon Health and Care Plan.



The Shadow Health and Care Board is within its shadow budget year (2021/22) with

strengthened governance, financial and operational planning and transformation and a shared set of programmes to support financial sustainability and a shared understanding of impact, progress and risk. The Alliance will focus on community care and social care working closely with general practice and primary care networks to support our residents away from acute care with a focus on the prevention of a crisis and promotion of wellbeing.

The NHS Long Term Plan expects that NHS organisations to focus increasingly on population health so that there will be systems supporting Population Health Management (PHM) in every Integrated Care System (ICS) ensuring 'Place' plans meet local need.

Population health balances the intensive management of individuals in greatest need of health and social care, with preventative and personal health management for those at lower levels of risk. Accountability for a population's physical and mental health is shared across health and care organisations and communities, with interventions targeted at addressing not only the health needs of the population but also the underlying social, economic and environmental determinants of health.

### Integrated Care Network + (ICN+) Person Story

#### Background

- Mr C is a 57 year old male who lives alone. He is a musician, he plays piano and guitar.
- He has a history of chronic fatigue syndrome and alcohol misuse. Mr C's memory has been made worse by a recent head injury which caused post traumatic amnesia.
- A referral was made to the Integrated Care Network + (ICN+) Pharmacy team as GP suspected non-intentional non-compliance with medication due to early request for more medication.

#### What did we do?

The pharmacist referred Mr C to the ICN+ Multi-Disciplinary Team (MDT) where a discussion took place, identifying more details about the resident and generating ideas for how best to support this gentleman. The ICN+ Pharmacist contacted the disability social worker and suggested service recommended by a Mental Health Personal Independence Coordinator (MH PIC) who are now working closely together to support Mr C.

**Services Involved** - ICN+ Pharmacist, Disabilities Social Worker, Mental Health Personal Independence Coordinator (MH PIC).

#### As a result of the ICN+ involvement Mr C is now...

- Able to self-administer medication as it is delivered in a format that meets his needs better.
- In receipt of shopping assistance and has also had support with his mobile phone as he required a replacement charger.
- Mr C's Social Worker has sourced a fridge freezer and fixed his TV.
- This case still open as Mr C has very complex needs so outcomes will take time but he now has ongoing support from the ICN+ pharmacist and specialist social worker, with the aim of ensuring he has a care package that meets his special needs.



## Annex 1: Evaluating the impact of the strategy

### Performance

#### General overview

The Adult Social Care Outcomes Framework (ASCOF) is used both locally and nationally to set priorities for care and support, measure progress and strengthen transparency and accountability.

We will work at improving how we collect data to ensure that we are reaching all residents and no communities remain hidden and unable to access our care.

The key roles of the ASCOF are:

- Locally, the ASCOF provides councils with information that enables them to monitor the success of local interventions in improving outcomes, and to identify their priorities for making improvements.
- Regionally, the data supports sector led improvement; bringing councils together to understand, benchmark and improve their performance.
- At the national level, the ASCOF demonstrates the performance of the adult social care system as a whole, and its success in delivering high-quality, personalised care and support.

The ASCOF has a range of measures and outcomes grouped under four 'Domains':

1. Enhancing the quality of life for people with care and support needs.
2. Delaying and reducing the need for care and support.
3. Ensuring people have a positive experience of care and support.
4. Safeguarding adults whose circumstances make them vulnerable and protecting them from avoidable harm.

The Directorate will use the data within ASCOF to compare the impact and performance of Croydon Council's adult social care function with other local authorities in London and nationally.

The Directorate will identify where each of the measures under the 4 domains in Croydon are improving, deteriorating or staying the same, again in comparison to London and national performance.

Each measure falling below the first quartile nationally will be taken forward as areas for improvement and further scrutiny with staff and stakeholders, co-producing remedial action plans, including targets, milestones and any resource implications considered necessary to move performance in the first quartile.

Similar approaches will be undertaken using the following national returns in order to give a focus for evaluating current performance and what we must do to improve:

- The annual personal social services adult social care survey, which gathers information from services users aged 18 years and over in receipt of long-term support services funded or managed by social services.
- The biennial Personal Social Services Survey of Adult Carers, which gathers information from carers over aged 18 years

- Short- and Long-Term Support (SALT) collection which relates to the social care activity and is published annually based on data drawn from council administrative systems.
- Safeguarding Adults Collection (SAC) which is used to monitor safeguarding activity, with reference to the Care Act 2014,
- Deprivation of Liberty Safeguards (DoLS) Return to monitor activity with reference to the Mental Capacity Act 2005, and,
- Learning from Safeguarding Adult Reviews, Complaints and LGOSC

### **The Adult Social Care Market (Commissioned and Directly Provided Services)**

The Care Quality Commission (CQC) inspections on adult social care Services assess the quality and safety of services, based on the things that matter to people. Inspections cover five key lines of enquiry (KLOE) about the service. These are:

1. **Are they safe?** Safe: people are protected from abuse and avoidable harm.
2. **Are they effective?** Effective: people's care, treatment and support achieve good outcomes, helps people to maintain quality of life and is based on the best available evidence.
3. **Are they caring?** Caring: staff involve and treat people with compassion, kindness, dignity, and respect.
4. **Are they responsive to people's needs?** Responsive: services are organised so that they meet people's needs.
5. **Are they well led?** Well-led: the leadership, management, and governance of the organisation ensure that It's providing high-quality care that's based around an Individual need, that It encourages learning and innovation, and that It promotes an open and fair culture.

The evidence across these KLOE are used to support the inspection report outcomes of Excellent, Good, Adequate or Requires Improvement. Again, data for Croydon from all CQC inspections outcomes and an analysis of the KLOE findings in each inspection will be undertaken to identify where local services are improving, deteriorating or staying the same again in comparison to London and national performance.

Where performance falls below the upper quartile the appropriate accountable and informed stakeholders will co-produce remedial action plans, including targets, milestones and any resource implications considered necessary to move performance in the first quartile. (Individual providers who have a rating of Adequate or Requires Improvement will have their own specific individual improvement plans).

We will work with the sector to agree an approach to 'open book accounting' so that financial performance for both commissioned and directly provided services can be undertaken to assess financial viability, risk and stability within Croydon's ASC market.

Such a financial assessment will run alongside the analysis of providers and organisations entering and exiting the market in the last 3 years, staff turnover, use of agency, absence rates and the gaining of qualifications.

Reablement services will have a particular focus on local performance compared to national performance specifically in relation to demand management, the immediate and sustainable impact on an individual's independence and the cost effectiveness of interventions.

### **Social Care Function (Assessment and Reviews Social Care)**

We will conduct a comprehensive review of the accessibility and content of information, advice and guidance and evaluate the effectiveness of response to ASC queries and referrals 'at the front door' to understand whether skill-mix and practice supports asset/strengths-based approaches and the use of assistive technology, so critical to demand management, is right.

We will regularly assess the efficiency and productivity of Social Work teams, analysing the appropriateness of referrals, the application and effectiveness of asset-based practice, the impact of professional leadership and the quality of appraisal, supervision and effectiveness of practitioner case-load management. Capacity and skill mix appropriate to meet activity will be kept under regular review as will opportunities afforded by the development of Primary Care Networks and Integrated Teams to provide better outcomes at better value.

ASCOF, SALT returns and management dashboards will be used to review team performance, investigating the reasons for variance across teams, learning from the most highly performing teams to identify actions to raise standards across the service. Similarly, financial data will be used to compare patterns of spend across teams, understand variances and share learning to maximise financial stewardship across the service.

### **Commissioning Function**

A review of the commissioning pipeline will be undertaken and the scheduling of activity to identify peaks and/or troughs and level these out through good planning. The capacity and skill mix of the commissioning team will be developed and aligned to an effective commissioning work-flow cycle. Implications of greater integration with the NHS and joint commissioning and transformation within the ICS landscape will also be kept under regular review.

An annual review of the effectiveness in the management of controllable costs, price inflation and an assessment of impact of non-controllable costs in the ASC market will be undertaken.

### **Governance and oversight**

We will self-report progress and improvements through the production of our annual Local Account.

Internally to the Council we will be monitored and held to account by the Directorate's internal governance arrangements, Corporate Management Team, Members' Scrutiny and Cabinet.

Externally, progress and improvement will be monitored, evaluated and challenged by The Independent Improvement Panel, Healthwatch, the Croydon Adult Social Services User Panel and the One Croydon Shadow Health and Care Board.

We will focus on reducing inequalities and monitoring outcomes that indicate the direction of travel and transformation required to promote equal access for all Croydon's residents.

## **Annex 2: Useful supporting background**

- To find out more about the specific levels of need now and what's predicted in the future:  
<https://www.croydon.gov.uk/council-and-elections/policies-plans-and-strategies/health-and-social-care-policies-plans-and-strategies/joint-strategic-needs-assessment>
- Health and Wellbeing Strategy  
<https://www.croydon.gov.uk/sites/default/files/Croydon%20Health%20and%20Wellbeing%20Strategy%202019.pdf>
- Croydon Safeguarding Adults Board (CSAB) website  
[www.croydonsab.co.uk](http://www.croydonsab.co.uk)
- Croydon health and care plan:  
<https://swlondonccg.nhs.uk/your-area/croydon/croydon-our-plans/croydon-health-and-care-plan/>

# Children's Continuous Improvement Plan 2021-24

July 2021

**be the change**  
for children and young people in croydon

#bethechangecroydon



OUR DESTINATION



OUR PRINCIPLES



OUR PRACTICE  
FRAMEWORK



Delivering for Croydon

**CROYDON**  
[www.croydon.gov.uk](http://www.croydon.gov.uk)

## Introduction

In the inspection report of Croydon's children's social care services published in March 2020 Ofsted recognised that services for children in need of help and protection were now good, and services for children in care and care leavers were improving well. Overall children's social care services were judged as good.

## Croydon's Challenge

Croydon Council faces serious governance, financial and operational challenges. Resolving this crisis requires one of the most significant change programmes in local government. The service transformation that lifted children's services from an inadequate to good was underpinned by significant investment, and whilst some of the additional investment has been removed children's services are still higher cost compared to other council services judged as good overall.

We must now review how we deliver children's services in Croydon to reduce the cost and work within the council's available resources whilst retaining the quality and effectiveness that children and families in Croydon deserve.

## Planning for continued improvement

This Continuous Improvement Plan 2021-24 brings together:

- The savings and growth planned over 2021-24 across early help, children's social care and education as the departmental contribution to the Council's Medium Term Finance Strategy (MTFS) – Section 1.
- The practice improvement priorities for early help and children's social care including actions to address the recommendations in the 2020 Ofsted inspection – Section 2.

The majority of the MTFS savings impact on the practice improvement priorities, and there is a direct read across for many of the priorities and actions. However, there are areas that are specific to each section. More details on the background and rationale for the MTFS savings are set out in the CFE Delivery Plan, March 2021.<sup>1</sup>

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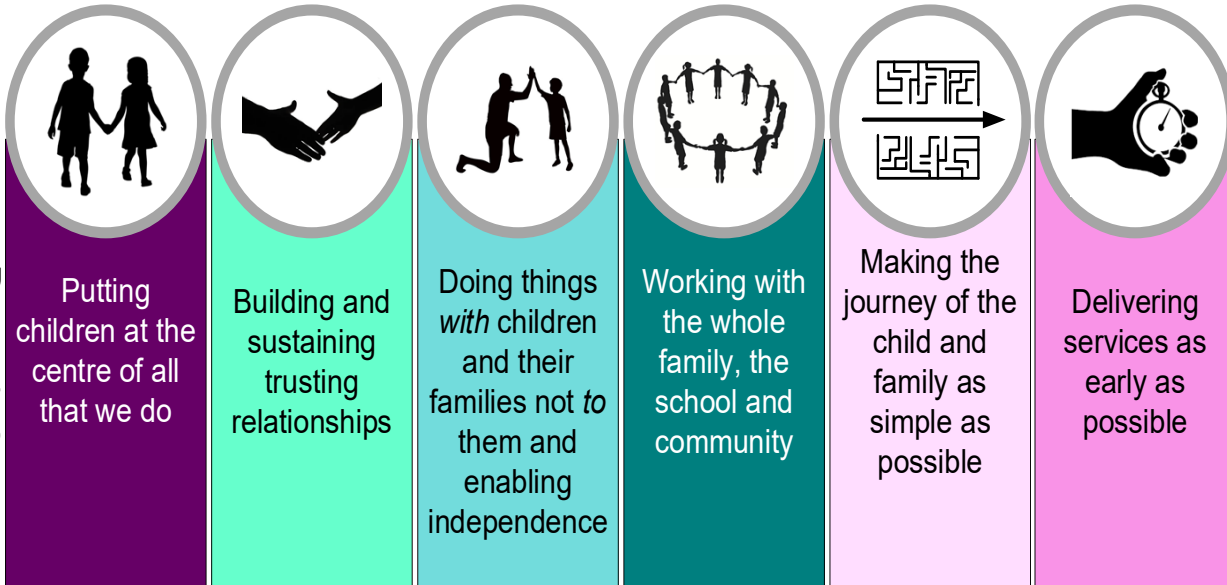
<sup>1</sup> Croydon CFE Delivery Plan, February 2021 <https://democracy.croydon.gov.uk/documents/s28951/Appendix%201%20-Draft%20CFE%20Delivery%20Plan.pdf>

The plan will help the council achieve the overall reduction in spend required and put children's services in Croydon on a sustainable financial footing. We know that we cannot afford to be complacent to sustain the improvements made and build on them. We also know we will need to adjust to emerging needs and themes including the longer term effects of the Covid-19 Pandemic on our children and young people.

### **Our values, our principles**

throughout the planning and making changes across education and children's social care we aim to sustain the service offer to children, families and schools at reduced cost whilst continuing to meet statutory responsibilities. We will retain our commitment to the following:

## Our Values



## Our principles

- We will support families to keep children and young people safely at home, and make sound decisions to bring children into our care when we need to;
- We will develop local provision so more children with SEND attend Croydon schools, keeping close to their friends and community and relieving the pressure on the Dedicated Schools Grant;
- We will get the best possible value for the Croydon pound for placements and packages of care for children and young people, commissioning for cost and quality;
- We will continuously challenge ourselves to improve efficiency and reduce the cost of services, improving the business systems and processes needed to enable us to understand spend and accurately benchmark ourselves against others locally, regionally and nationally.
- 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

## Oversight and Review

The Continuous Children's Improvement Board (CCIB), through its partnership lens with service experts and an independent Chair, is well placed to monitor sustained practice improvements whilst also providing constructive scrutiny on the impact of the savings, keeping at the heart of discussions the need to ensure vulnerable children and young people are kept safe.



The Scrutiny Children and Young People sub-Committee has a vital role in scrutinising the duties and functions of children’s social care, and through its public meetings is able to bring these issues to a wide audience.

The MTFS projects set out in the plan are reported through the governance arrangements set out in the Croydon Renewal Plan. The Children Families and Education (CFE) Delivery Plan sets out the projects in more detail.

The Children’s Continuous Improvement Board will take the MTFS projects set out in this plan at its meetings in order to monitor service impact and progress on making the savings. Financial updates will continue to come to the Board on a bi-monthly basis to keep the Board informed of financial progress and risk against all CFE MTFS projects.

Service performance and quality is reviewed and challenged through the cycle of meetings set out in the Windows into Practice early help & children’s social care quality assurance framework. The Children’s Continuous Improvement Board will receive the bi-monthly reports on Quality of Practice and monthly performance reports. These will underpin the Practice priorities in the Plan.

Quarterly reports on progress and risk against the actions in both sections of the plan will be reported to and challenged by the Scrutiny Children and Young People sub-Committee to provide robust oversight. Work will continue to ensure the forward plans and work programmes of the two formal meetings are co-ordinated and aligned to provide whole-system assurance on the progress and impact.

It is proposed that the Children’s Continuous Improvement Plan is reviewed annually by the CCIB.

## Delivery targets

The Croydon Renewal Improvement Plan performance framework is being developed to include targets for each of the MTFS savings. As these are finalised and agreed they will be included in this plan to ensure there is a single version of the truth for delivery.

It may be that through the course of its business, the CCIB identifies the need for a further subsets of performance indicators in order to enable it to monitor a particular activity, and this can be developed with the Performance Team.

## Equalities and Diversity

In order to deliver safe, quality, value for money services, it is crucial that children's services tackles inequalities experienced by children and young people in our borough. It will do this by using evidence to assess the issues and outcomes and then by putting plans in place to effect change and embed a consistent equalities-focused approach across all our services. Consequently, an additional principle, as set out in the Croydon Renewal Plan, has now been included in the set of principles set out above.

In order to make this principle a reality, the CCIB will do the following:

### (i) Children and Young People

- Embed a focus on equalities into the MTFS savings projects, looking at the outcomes and impact of the service on different groups of children and young people, in order to assess where there may be inequality. Through this focus, enabling the service to develop measures to tackle the causes and monitor progress on an ongoing basis into a business as usual activity.
- Champion positive examples of where inequality has been tackled across the service, how this was done and what can be learned.

### (ii) Workforce

#### **Children's Services Race Equality Review Board and Equalities, Diversity & Inclusion Board**

Following the report and action plan of the CSRERB, it is proposed that the CCIB keeps a watching brief on next steps and takes a twice yearly updates on progress from the proposed Equalities, Diversity & Inclusion Board and/or Race Equalities Review Board in relation to the CFE Workforce.

### (iii) Partners

Partners will also be invited to present examples of where equalities gaps are being bridged in the offer to children and young people, and where there are known issues and gaps which need addressing.

# 1. Medium Term Financial Strategy Savings and Growth

This section of the plan focuses on key projects in the Croydon Renewal Plan to reduce spend and live within our means whilst sustaining improvements in children’s services to deliver the Medium Term Financial Strategy savings, as set out in the CFE Delivery Plan

<b>1</b>	<b>Reduce Early Help</b> <b>Project Manager: Iain Low</b>	<b>MTFS Ref: CFE SAV 02</b>								
<b>Project description</b>		<b>Savings identified £000s</b>								
<ul style="list-style-type: none"> <li>Work with partners to identify opportunities to enhance service delivery through multi-agency working, use of partners' settings and building on locality services</li> <li>Reduce the Early Help offer to a targeted service that continues to provide step down from statutory CSC and contribute with our partners towards early intervention where this will prevent, delay or reduce the need for statutory services, and where not to do so would lead to a direct increase in cost.</li> <li>Reconfigure as a centralised integrated offer operating with a local footprint, retaining current functions on a reduced footprint e.g. family key worker interventions, parenting workers, domestic abuse and substance misuse specialists.</li> </ul>		<table border="1"> <tr> <td style="background-color: #800080; color: white;"><i>2021/22</i></td> <td style="background-color: #800080; color: white;"><i>2022/23</i></td> <td style="background-color: #800080; color: white;"><i>2023/24</i></td> </tr> <tr> <td style="text-align: center;">424</td> <td style="text-align: center;">185</td> <td style="text-align: center;">0</td> </tr> </table>			<i>2021/22</i>	<i>2022/23</i>	<i>2023/24</i>	424	185	0
		<i>2021/22</i>	<i>2022/23</i>	<i>2023/24</i>						
424	185	0								
		<b>Croydon Renewal Plan performance measures</b> <ul style="list-style-type: none"> <li>Percentage of Early Help cases closed that were stepped up to CSC (EH 9)</li> <li>Percentage of CSC referrals that were stepped down from CSC into Early Help (EH 25)</li> </ul>								

Ref	Actions	Owner	By when	Progress
1.1	Remove vacant posts	IL	01/04/21	complete
1.2	Work across the partnership to develop a revised Early Help offer : <ul style="list-style-type: none"> <li>Re-establish the Early Help Partnership Board</li> <li>Recruit an Early Help Programme Manager to lead and facilitate activity across partners</li> <li>Develop options for change</li> </ul>	IL	01/04/21 31/07/21 31/10/21	Complete In progress
1.3	Launch reorganisation options	IL	01/12/21	Not started
1.4	Implement new structure	IL	01/04/22	Not started

<b>2.</b>	<b>Review of Children with Disabilities care packages 0-17</b> <b>Project Manager: Rodica Cobarzan</b>	<b>MTFS Ref: CFE SAV 04</b>								
<b>Project description</b>		<b>Savings identified £000s</b>								
<ul style="list-style-type: none"> <li>• Improve social care for children with disabilities and their transition to adulthood</li> <li>• Develop and implement new commissioning frameworks for frequently used provision e.g. home care, family support reducing spot purchasing of care</li> <li>• Introduce new governance arrangements for the recording of provider costs and enforcement of disciplines for accurate forecasting and financial management</li> </ul>		<table border="1"> <thead> <tr> <th style="text-align: center;"><i>2021/22</i></th> <th style="text-align: center;"><i>2022/23</i></th> <th style="text-align: center;"><i>2023/24</i></th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">126.4</td> <td style="text-align: center;">126.4</td> <td style="text-align: center;">126.4</td> </tr> </tbody> </table>			<i>2021/22</i>	<i>2022/23</i>	<i>2023/24</i>	126.4	126.4	126.4
<i>2021/22</i>	<i>2022/23</i>	<i>2023/24</i>								
126.4	126.4	126.4								
		<b>Croydon Renewal Plan performance measure</b> Percentage of Children in Need who had review on time (those allocated to CWD teams) (CIN 7)								

Ref	Actions	Owner	By when	Progress
2.1	Establish a review team led by a Head of Service to systematically and rapidly review all open cases 0-25	RB	01/04/21	complete
2.2	Repeat exercise in 2.1 in 2021/22	RC	30/09/2021 and 31/03/22	Not started
2.3	Update Policies and Protocols Review and update the following: a. Eligibility Criteria 0-17 and 18-25 b. Short Breaks Statement and Policy c. Family Support Strategy d. Transition Protocol	RC, OC	June 2021	Completed
2.4	Review Calleydown Respite Unit to ensure it is offering quality and value for money- Transformation funding agreed.	RC	01/08/2021	In progress

2.5	Recommission value for money Family Support Services from the market	PB, MW	01/04/2021	Complete
2.6	Review of current short break provision to inform commissioning intentions for 2021 and beyond and agree next steps	PB,MW	01/09/2021	In progress
2.7	Procurement of a Framework for home/personal care provision for 0-17 and 18-25 respectively is being developed, aiming for implementation by end of calendar year	PB,MW	01/01/2022	In progress
2.8	<p>Review end to end business processes</p> <ul style="list-style-type: none"> <li>• Further development and implement ContrOCC for child/YP and carer related payments</li> <li>• Review &amp; Improve CSC Child Payment Processes &amp; Flows</li> <li>• Develop the financial role, responsibility and capacity of Business Support across CSC (and EH)</li> <li>• Improve the CWD service's Financial Recording processes &amp; management oversight</li> </ul>	ST, RC	01/04/2022	In progress

<b>3. Reducing the Spend on Children in Care</b>	<b>MTFS Ref: CFE SAV 05</b>						
<b>Project Manager: Shaun Hanks</b>							
<p><b>Project description</b></p> <ul style="list-style-type: none"> <li>• Reducing the numbers of children in care by systematically reviewing cases, looking at where children currently in care may be able to be safely placed at home or with wider family with the right support mechanisms in place</li> <li>• Reducing placement costs in order to ensure best value, with a new accommodation strategy to underpin this</li> <li>• Undertaking a thorough review of our payments systems and processes to ensure that providers are paid on time to maximise value for money to foster strong relationships with providers and maximise choice and buying power in the market</li> <li>• In addition, a one-off investment to right size the budget in 2021/22</li> </ul>	<p><b>Savings identified £000s</b></p> <table border="1"> <thead> <tr> <th><i>2021/22</i></th> <th><i>2022/23</i></th> <th><i>2023/24</i></th> </tr> </thead> <tbody> <tr> <td>794</td> <td>1,654</td> <td>1,385</td> </tr> </tbody> </table> <p><b>Croydon Renewal Plan performance measure</b></p> <ul style="list-style-type: none"> <li>• Number of local CLA (CLA 3)</li> <li>• Rate of local CLA per 10,000 under 18 population (CLA 2a)</li> </ul>	<i>2021/22</i>	<i>2022/23</i>	<i>2023/24</i>	794	1,654	1,385
<i>2021/22</i>	<i>2022/23</i>	<i>2023/24</i>					
794	1,654	1,385					

Ref	Actions	Owner	By when	Progress
3.1	<p>Continue to reduce the numbers by gatekeeping entry to care, diverting from care and reviewing and reuniting where safe to do so</p> <ul style="list-style-type: none"> <li>Care Panel to gate keep entry to care, with multiple approval points to reduce expenditure</li> <li>Care Review Panel to review high cost placements, and agree targeted support to return children home from care</li> <li>Children's Continuous Improvement Board, independently chaired providing assurance on sustained service quality</li> </ul>	<p>RM</p> <p>SH</p>	<p>Ongoing</p> <p>Ongoing</p>	<p>Complete</p>
3.2	<p>Smarter commissioning and procurement underpinned by benchmarking and financial modelling based on the cohort and population analyses</p> <ul style="list-style-type: none"> <li>Financial modelling to underpin accommodation strategy</li> <li>Accommodation strategy, commissioning plan and procurement timetable agreed, including cross-Council</li> <li>Procurement plan commences</li> </ul>	PB	<p>31/03/21</p> <p>30/06/21</p> <p>30/09/21</p>	<p>Complete</p> <p>In progress</p>
3.3	<p>Systems, business processes and payments including integrated case recording and finance system, oversight of payments processes, improved end-to-end across dept. and council (placement, non-placement and staffing spend)</p> <ul style="list-style-type: none"> <li>Further development and implement ContrOCC for child/YP and carer related payments</li> <li>Review &amp; Improve CSC Child Payment Processes &amp; Flows</li> <li>Develop the financial role, responsibility and capacity of Business Support across CSC (and EH)</li> <li>Improve the Leaving Care Service's Financial Recording &amp; Oversight</li> </ul>	ST/SH	<p>June 2021</p> <p>Ongoing (started March 2021)</p> <p>Process in place – Oct 2021</p>	<p>In progress</p> <p>In progress</p> <p>In progress</p>

<b>4. Review Support for Young People who are Appeal Rights Exhausted</b> <b>Project manager: James Moore</b>	<b>MTFS Ref: CFE SAV 0</b>						
<b>Project description</b> <ul style="list-style-type: none"> <li>Appeal Rights Exhausted (ARE) describes a person whose request for asylum or immigration application has been refused, and who has made all of the appeals that they are allowed to make without any success.</li> <li>As at 31/10/20 60 young people were being supported by children's services with no grant income. A needs-based approach to withdrawing services to young people who are ARE is proposed, alongside earlier, robust triple planning with unaccompanied minors as part of the pathway plan completed for all children looked after aged 16+.</li> </ul>	<b>Savings identified £000s</b> <table border="1" style="margin-top: 10px;"> <thead> <tr> <th style="text-align: center;"><i>2021/22</i></th> <th style="text-align: center;"><i>2022/23</i></th> <th style="text-align: center;"><i>2023/24</i></th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">295</td> <td style="text-align: center;">560</td> <td style="text-align: center;">142</td> </tr> </tbody> </table> <b>Croydon Renewal Plan performance measure</b> <ul style="list-style-type: none"> <li>Net current expenditure on Appeals Rights Exhausted</li> <li>Number of young people who have Appeals Rights Exhausted</li> </ul>	<i>2021/22</i>	<i>2022/23</i>	<i>2023/24</i>	295	560	142
<i>2021/22</i>	<i>2022/23</i>	<i>2023/24</i>					
295	560	142					

Ref	Actions	Owner	By when	Progress
4.1	HRA Training for staff- Training for staff to complete Human Rights Assessments to provide assurance that support can be safely removed	JM	March 21	Complete
4.2	For all new young people conduct triple planning if they are at risk of ARE	JM	April 21 and ongoing	In progress
4.3	Undertake in-depth analysis on a case by case basis to get a current list of ARE CYP for April,	JM	May 21	complete
4.4	Work to reduce the amount spent on accommodation, reducing the number of houses paid for by bringing places together, and reducing the void down to 15%.	JM and SC	April 21 and ongoing	In progress

<b>5. Improving Efficiency in the Practice System</b> <b>Project Manager: Roisin Madden</b>	<b>MTFS Ref: CFE SAV 07</b>						
<b>Project description</b> <ul style="list-style-type: none"> <li>To tackle the legacy of poor practice additional staff were recruited to reduce social workers' caseloads taking these to below both London and national averages. Focused work to improve the quality of day to day practice was effective, as noted in the 2020 inspection.</li> <li>Caseloads will now be gradually increased over 2021-23 to an average of 17. Heads of service will manage and monitor the increase closely to balance continuity of care for children and their families and manageable workloads for individual staff with the need to address the financial challenge for the service.</li> <li>Assistant team managers were appointed to larger teams of social workers to increase management direction and grip on casework and support the introduction of the systemic practice model across the whole service. As the service moves into an improved steady state this cohort will be reconfigured over 2022-24. The timing will ensure that the increase in caseloads is carefully supported and managed at the front line, and that risks are appropriately identified and held</li> </ul>	<b>Savings identified £000s</b> <table border="1" style="margin-top: 10px;"> <thead> <tr> <th style="text-align: center;"><i>2021/22</i></th> <th style="text-align: center;"><i>2022/23</i></th> <th style="text-align: center;"><i>2023/24</i></th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">1,065</td> <td style="text-align: center;">1,450</td> <td style="text-align: center;">385</td> </tr> </tbody> </table> <b>Croydon Renewal Plan performance measure</b> <ul style="list-style-type: none"> <li>Average Caseload by worker- by service area</li> </ul>	<i>2021/22</i>	<i>2022/23</i>	<i>2023/24</i>	1,065	1,450	385
<i>2021/22</i>	<i>2022/23</i>	<i>2023/24</i>					
1,065	1,450	385					

Ref	Actions	Owner	By when	Progress
5.1	Develop a modelling tool for caseloads	JF	April 21	Complete
5.2	Gather workforce finance data to work up scenarios across the service,	SS	June 21	In progress
5.3	Consult and comms with service managers	RM	July 21	Not Started
5.4	Develop a timetable for implementing changes	RM	July 21	Not started



<b>6. Review Children's Centres Delivery Model</b> <b>Project Manager: Debby MacCormack</b>	<b>MTFS Ref: CFE SAV 09</b>						
<b>Project description</b> <ul style="list-style-type: none"> <li>Redesign the children's centre delivery model and contracts from by December 2021</li> <li>Re-commission Best Start services</li> <li>The proposed delivery by December 2021 consists of 3 designated Children's Centre Hubs with spokes covering the North, South and Central localities. Services will be available to families across the borough with delivery prioritised in areas where there is the most need.</li> <li>Consultation responses will be taken into consideration when the final model is taken to Cabinet for approval. Any changes to the model will be within the funding envelope</li> </ul>	<b>Savings identified £000s</b> <table border="1" style="margin-top: 10px;"> <thead> <tr> <th style="text-align: center;"><i>2021/22</i></th> <th style="text-align: center;"><i>2022/23</i></th> <th style="text-align: center;"><i>2023/24</i></th> </tr> </thead> <tbody> <tr> <td style="text-align: center;">660</td> <td></td> <td></td> </tr> </tbody> </table> <b>Croydon Renewal Plan performance measure</b> <ul style="list-style-type: none"> <li>Number of children accessing children's centre services</li> <li>Number of children living in most deprived areas accessing children's centre services</li> </ul>	<i>2021/22</i>	<i>2022/23</i>	<i>2023/24</i>	660		
<i>2021/22</i>	<i>2022/23</i>	<i>2023/24</i>					
660							

Ref	Actions	Owner	By when	Progress
6.1	Agree in-year savings approach with Children's Centre Headteachers	SD, DM	11/2020	Complete
6.2	Review and identify delivery options to reconfigure children's centres to hub & spoke model based on a locality footprint	SH, DM	31/03/21	Complete
6.3	Launch public consultation – extended to 20/06/2021	DM	04/06/21	In progress
6.4	Full Cabinet to agree children's centres strategy	SD	31/08/21	Not started
6.5	Procurement of new provision completed <i>Contracts awarded 20.09.21</i> <i>Mobilisation and TUPE transfer 21.09.21-22.10.21</i>	DM, SH	Sept-Nov 2021	In consultation
6.6	Implement new delivery model	DM, SH	Dec 21	

<b>7</b>	<b>SEND Strategy - support inclusion and access to local provision</b> <b>Project Manager: Kathy Roberts</b>	<b>MTFS Ref: CFE GRO 04</b>						
<b>Project description</b> <ul style="list-style-type: none"> <li>This one-off investment is in line with the Dedicated Schools Grant Deficit Recovery Plan and aims to inject pace to how quickly the deficit can be recovered.</li> <li>Inclusion support for schools and early intervention will ensure the Council is meeting its statutory duties and the needs of our pupils through the delivery of the 0 – 25 SEND strategy, efficiently and effectively and with a continued focus on securing the best outcome for children and their families.</li> </ul>		<b>Savings identified £000s</b> <table border="1" style="margin-top: 10px;"> <tr> <th style="text-align: center;">2021/22</th> <th style="text-align: center;">2022/23</th> <th style="text-align: center;">2023/24</th> </tr> <tr> <td style="text-align: center;">866</td> <td style="text-align: center;">0</td> <td style="text-align: center;">0</td> </tr> </table> <b>Croydon Renewal Plan performance measures</b> <ul style="list-style-type: none"> <li>Under development at SEND strategic Board;</li> <li>To focus on increase in children attending in-borough mainstream schools and caseloads for EHCP workers</li> </ul>	2021/22	2022/23	2023/24	866	0	0
2021/22	2022/23	2023/24						
866	0	0						

Ref	Actions	Owner	By when	Progress
7.1	Recruit additional locality-based 0-25 SEN staff to increase capacity to complete EHCP annual reviews	KR	July 2021	In progress
7.2	Recruit Local Offer website content and communication manager to ensure up to date advice and signposting to parents and carers	KR	July 2021	In progress
7.3	Recruit locality-based SEN Support in Mainstream Schools (Inclusion project) Teachers	KR	July 2021	in progress

## 2. Practice priorities – Early Help & Children’s Social Care

This section of the plan focuses on the priorities for improvement in early help and children’s social care practice. It addresses the recommendations of the ILACS inspection March 2020 as well as improvement priorities identified through the Windows into Practice cycle of performance management and quality assurance. It also includes actions in response to the June 2021 Ofsted Focused Visit. Heads of Service will be responsible for Service Development Plans to translate the priorities below into actions with measurable impacts. Progress against the priorities will be regularly reviewed by the Practice Improvement and Innovation Board. Priorities and key activities will be kept under review and adjusted, for example as a result of further focused visits from Ofsted or external reviews commissioned by the directorate.

Ref	Priorities and key activity	Delivered through	Lead (s)	By when	Success measures impact for children, young people and families
1	<b>Identify and reduce risks to vulnerable children &amp; young people</b>				
1.1	<b>Responses to homeless 16 &amp; 17 year olds</b> Improve our response to homeless 16 & 17 year olds including assessment of their needs and emergency housing (section 20 and section 17) <b>[Ofsted ILACS recommendation]</b> <ul style="list-style-type: none"> <li>Commission appropriate emergency and longer term accommodation for 16 &amp; 17 year olds</li> <li>Work with young people to consider how they want to lead on their CiN Reviews when offered housing through S17</li> <li>Test the impact of practice through dip sampling/audit activity</li> </ul>	✓ Access, Support and Intervention Service Plan	IL	30/09/21	16 & 17 year olds at risk of becoming homeless are supported to stay at home safely. Where this can’t happen we work with young people to secure a safe home
1.2	<b>Responses to children in care at risk of exploitation or going missing.</b> 1.2.1 Develop and implement a whole service approach to improve the response for children in care at risk of exploitation or going missing. To include:	✓ Adolescent support team plan & service plans	SH	30/09/21	Children and young people in care who may be at risk of exploitation benefit from robust risk assessments and

1.3	<ul style="list-style-type: none"> <li>• Embedding the Contextual Safeguarding Framework and Risk Exploitation tool</li> <li>• Monitoring that strategy meetings continue to take place and result in robust safety plans to reduce risk</li> <li>• more vulnerable CLA are presented at the complex adolescents panel</li> <li>• Development of the new 18 Plus Transitional Panel to replicate the Complex Adolescents Panel for over 18s, enabling us to identify and support vulnerable care leavers early</li> <li>• Embedding adolescent workers into the CLA and Leaving Care services with a particular focus on supporting return home interviews and managing risk where children have been missing.</li> </ul> <p>1.2.2 Work with foster carers to improve missing reporting, raising carers' awareness and curiosity regarding exploitation and missing risks for all children in care (including UASC) -</p> <ul style="list-style-type: none"> <li>• Support Foster Carers to implement the revised missing protocol and ensure consistency of practice to keep children safe e.g. reporting children missing, emailing EDT, using a standard template.</li> <li>• Deliver a training offer to carer on missing issues relating specifically to UASC</li> <li>• Monitor the impact on foster carers' processes, via our QA processes.</li> </ul> <p><b>Responses to care leavers at risk of exploitation and going missing.</b></p> <p>a) Improve the responses for care leavers who are at risk of exploitation or going missing. To include:</p> <ul style="list-style-type: none"> <li>• Work across the CLA management team, and with the newly established 18 Plus transitional Panel to design and agree procedures for identifying and responding to care leavers at risk of exploitation and going missing, that build upon work with young</li> </ul>	<p>for SWwF and SWwCLA</p> <p>✓ SWwCLA service plan</p> <p>✓ SWwCLA &amp; CL service plan</p> <p>✓ SWwCLA &amp; CL</p>	SH	31/01/22	<p>action planning to help keep them safe</p> <p>Children and young people in care who go missing benefit from timely strategy meetings to help keep them safe</p> <p>Risks associated with children and young people in care and care leavers are well known to the adults who support them, and they are helped to recognise and reduce the risks of harm.</p> <p>Children and young people who are missing from home, care or full-time school education (including those who are excluded from school) and those at risk of exploitation and trafficking</p>
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	<p>people before they leave care and are appropriate to age and risk level</p> <p>b) Produce practice guidance outlining the rationale and process for tracking vulnerable care leavers and share across the workforce.</p> <p>c) Test the impact of practice through programmed quality assurance activity- include a specific audit on homeless and care leavers to the Windows into Practice audit plan in addition to the bi-monthly case audits.</p>	<p>service plan</p> <p>✓ Windows into Practice audit plan</p>	<p>SH</p> <p>KC</p>	<p>31/12/21</p> <p>31/03/22</p>	<p>receive well-coordinated responses that reduce the harm or risk of harm to them.</p>
<b>2</b>	<p><b>Co-produced plans, language and recording</b></p> <p><b>Improve the quality of written plans for children in need, children in care and care leavers</b> <i>[Ofsted ILACS recommendation]</i></p>				<p>Quality assurance activities show majority of planning judged good or better across child in need, care and pathway plans</p>
<b>2.1</b>	<p><b>Continue our work over the last year to raise the quality of Child in Need plans to ensure:</b></p> <p>a) Plans are SMART with clear tasks, responsibilities, next steps and timescales</p> <p>b) More plans are written with children and families, in accessible child and family-friendly language</p> <p>c) Test the impact on practice through the Windows into Practice case audit programme</p>	<p>✓ Social Work Academy service development plan</p>	<p>RM</p>	<p>31/03/22</p>	<p>Children in need and their families benefit from purposeful planning informed by creative direct work which supports more children and young people to remain safely within their families</p>
<b>2.2</b>	<p><b>Continue to raise the quality of plans for children in care and care leavers to ensure:</b></p> <p>a) Plans are specific about risks, vulnerabilities and actions that will be taken to reduce risks</p>	<p>✓ Social Work Academy service development plan</p>	<p>RM</p>	<p>31/03/22</p>	<p>Children's care and pathway plans comprehensively address their needs and experiences, including the</p>

2.3	<p>b) Plans are specific about health and emotional wellbeing needs and supporting actions</p> <p>c) Plans are written with young people in language they can understand</p> <p>d) Test the impact on practice through the Windows into Practice case audit programme</p> <p><b>Improve the consistency of Life Story Work</b></p> <p>Ensure every child in Croydon's care is supported to understand their history and identity through creative life story work</p>	<p>✓ Social Work Academy service development plan</p> <p>✓ QA service development plan</p>	RM	31/03/22	<p>need for timely permanence. They are thoroughly and independently reviewed with the involvement, as appropriate, of parents, carers, residential staff and other adults who know them. Plans for their futures continue to be appropriate and ambitious</p>
2.4	<p><b>Child and family friendly language</b> Continue to ensure all written communication with children and families, including pre-proceedings and PLO letters, is written in accessible child and family-friendly language</p>	<p>✓ CFS service plan</p>	DW	31/03/22	<p>Children and young people co-produce their life stories, supported by skilled practitioners using a range of creative tools</p>
2.5	<p><b>Recording</b></p> <p>Continue our work with staff across the service, with the CFS team and CDS to improve the ease of recording case work and management oversight -</p>		ST	31/03/22	<p>Plans, letters and notes are accessible to children and their families, avoiding jargon and making the contents clear and unambiguous</p>
3.	<p><b>Service development and improvement</b></p>				
3.1	<p><b>Develop and implement a new approach to referrals at the Single Point of Contact (SPOC)</b></p>	<p>✓ Access, Support and Intervention service development plan</p>	IL	30/11/21	<p>Children and young people benefit from timely and transparent decision making</p>

<p>3.2</p> <p>3.3</p> <p>3.4</p>	<p>a) Develop and implement a revised SPOC where all contacts are responded to through conversations with referrers (Thorpe Model). b) Merge the current EDT with the SPOC</p> <p><b>Develop and embed the brief intervention ‘Supporting Croydon Families’ Service</b></p> <p>a) Ensure a comprehensive professional development offer is in place to support staff across the service to implement the change supported by the Clinical team b) Ensure feedback from Managers and practitioners continues to refine and improve the operating model</p> <p><b>Simplify access to services to children with disabilities</b>, including: a) a shortbreaks pathway b) a diverse family support offer c) locality based working</p> <p><b>Clinical services</b></p> <p>a) The Croydon Family Therapy Academy, has been created within the clinical service, delivering courses for the first time at practitioner and supervisor level. Following the completion of these courses, the Academy will be seeking AFT (Association of Family Therapy) accreditation.</p> <p>b) Review the current commissioned EWMH parenting programmes to provide support and early intervention aligned with the whole-</p>	<p>✓ Access, Support and Intervention service development plan</p> <p>✓ Social Work Academy service development plan</p> <p>✓ SWwF service development plan</p> <p>✓ Systemic and Clinical Services service development plan</p>	<p>IL</p> <p>RM</p> <p>RC</p> <p>RM</p>	<p></p> <p>30/11/21</p> <p>30/11/21</p> <p>31/12/21</p> <p>31/03/22</p>	<p>and are supported by practitioners who receive regular reflective supervision.</p> <p>Children with disabilities and their families access tailored support when they need it.</p> <p>Practitioners are equipped to meet the EWMH needs of children, swiftly drawing on specialist advice and input where needed.</p>
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<p>3.5</p> <p><b>Family Group Conference</b></p> <p>Support as many families as possible through the Family Group Conference co-ordinators or through a family meetings supported by the systemic team, with the aim of ensuring that families and wider networks of care are supported to find safe solutions, to provide care for children.</p> <p>3.6</p> <p><b>Young Croydon</b></p> <p>Re-launch Young Croydon bringing together: the Youth Offending Service, Youth Engagement and the Adolescent Service. Working with young people in Croydon to provide a broad range of individual support at home, school, and in community settings.</p> <p>Explore, agree and implement multi-agency working options with partners in relation to adolescents, with preferred the options being developed to sit within the SPOC</p> <p>3.7</p> <p><b>Early Help</b></p> <p>Develop and deliver a revised partnership service delivery model for Early Help, reshaping the offer across children's services to deliver sustainable, good services to children, young people and their families</p> <p>3.8</p> <p><b>Transition into adulthood</b></p> <p>Improve on our work to prepare children and young people for adulthood, including children and young people who have additional needs. Our work</p>	<p>system review of early help and to achieve best value and quality, including consideration of delivering the services in-house.</p> <p>✓ Children's Commissioning Service Plan</p> <p>✓ SWwF service development plan</p> <p>✓ Access, Support and Intervention service development plan</p> <p>✓ Croydon Early Help Change Programme</p>	<p>SP</p> <p>RC</p> <p>IL</p> <p>RC</p> <p>RC</p>	<p>31/12/21</p> <p>31/12/21</p> <p>31/12/21</p> <p>31/03/21</p>	<p>More children are supported to stay with their families and extended families where this is safe to do so, entering formal care as a last resort.</p> <p>Early help improves the child's situation and supports sustainable progress</p> <p>Children with disabilities move towards independence at a pace that is right for them, developing the skills and confidence they need to maximise their chances of</p>
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	<p>with young people needs to support a seamless transition to Adult Social care or other pathway services our young people might require. We will:</p> <ul style="list-style-type: none"> <li>• Work collaboratively with the ASC lead to design the new transitions service, including effective 14+ transition planning including:</li> <li>• Agree a seamless transition protocol for disabled young people moving from CSC to ASC</li> <li>• Hold monthly transition meetings to ensure SEND and ASC are involved in decision making and prepared to support young people are underway and would need to be strengthen.</li> </ul> <p><b>3.9 Trauma Informed Practice</b></p> <ul style="list-style-type: none"> <li>• 3.10.1 Support and embed trauma informed practice through training of staff and culture change to recognise the impact of trauma on children and young people’s mental health and wellbeing. Embed this across CLA, Leaving Care and UASC practice.</li> <li>• 3.10.2 Ensure that children’s social care are active participants in the Mental Health Priority Group of the CSCP.</li> </ul> <p><b>3.10 The Voice of the child</b></p> <p>Create a whole service strategy that connects to wider council action on participation by children and young people</p>	<p>✓ SWwF service development plan</p> <p>✓ Quality Assurance service plan</p>	<p>DW</p> <p>SH</p>	<p>31/03/22</p> <p>31/01/22</p>	<p>successful maturity to adulthood.</p> <p>Children receive the right level of practical, emotional and financial support with a seamless transition into support from adult services where appropriate.</p> <p>Social workers recognise the factors that can make children more vulnerable and tailor their interventions appropriately</p> <p>Practice is informed and sustainably improved by feedback, research and intelligence about the quality of services drawing directly on the experiences of children, young people and families who use them</p>
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		✓ CLA and Care Leavers Service Development Plan			
<b>4.</b>	<b>Workforce Development</b>				
<b>4.1</b>	Maintain a responsive, agile learning and development offer that supports the continuous improvement plan, provides an exciting, innovative entry and career progression pathway for early help and children's social care and is informed by practice improvement priorities identified through quality assurance activities	✓ Social Work Academy service development plan	RM	31/03/22	Children and families benefit from well-supported practitioners who have the tools and capacity to provide consistently good services
<b>4.2.</b>	Build a sustainable CPD offer, prioritising the development of practice champions, commissioning training that includes a train the trainer element and maximising the use of digital options to record and disseminate specialist training so that the service gets maximum value for money	✓ Family Therapy Academy service development plan			Effective organisational support for the training and professional development of social workers and managers and the quality of their practice improves the lives of vulnerable children, young people and families
<b>4.3</b>	Receive bi-annual updates relating to CFE workforce equalities from the new planned Equalities Diversity and Inclusion Board	✓ CFE Race Equality Review Draft Action Plan	DJ	31/12/21	Ensure that a focus on equalities in relation to the children's workforce is maintained by the Board
<b>5.</b>	<b>Ofsted Focused Visit- Early Help and the Front Door (June 2021)</b>				
<b>5.1</b>	<b>Work with the police to ensure adherence to the statutory safeguarding guidance</b> [Ofsted Focused Visit area for improvement ]	✓ Croydon Safeguarding Children Partnership (CSCP)	EB, DJ		Effective partnership work to ensure that children and young people are safe and suffer no undue stress as actions taken by partners to keep them safe consistently

	<p>(i) Key statutory partners consider examples of single-agency action to understand the context and drivers</p> <p>(ii) Working together:</p> <p>(a) Children's social care, school and police reviewing actions and timeline for the case identified by Ofsted- outcome of review to be shared with partners</p> <p>(b) Service managers from Children's social care attending police safeguarding training (Jonathan Lung, Veronica Leigh, Acting DI Paul Smith)</p> <p>(c) Children's Social Care and Police agreeing protocols for young people in police stations (Inspector Mark Sexton, Veronica Leigh, Iain Low, Jonathan Lung)</p> <p>(iii) Draft guidance to enable a shared understanding of and commitment to working within the statutory safeguarding guidance in day to day practice</p> <p>(iv) Guidance to be disseminated and embedded into frontline practice across the partnership through practice workshops, seminars and briefings as appropriate</p>	<p>✓ Access, Support and Intervention service development plan</p>	<p>31/07/21</p> <p>19/07/21</p> <p>22/07/21</p> <p>Initial meeting 05/08/21</p> <p>30/09/21</p> <p>31/10/21</p>	<p>adhere to the statutory safeguarding guidelines</p>
<b>5.2</b>	<p><b>The effectiveness of the emergency duty team in terms of response times and quality of practice</b> [Ofsted Focused Visit area for improvement ]</p> <p>(i) A robust urgent response to the challenge to the EDT Consultation.</p>	<p>✓ Access, Support and Intervention service development plan</p>	<p>31/07/21</p>	<p>All children who need it receive timely help and protection no matter what time of day it is</p>

	<p>(ii) Identify a standalone contact (telephone) solution for referrals into EDT.</p> <p>(iii) Implement the changes from the consultation:</p> <ul style="list-style-type: none"> <li>- EDT SWs based in BWH.</li> <li>- Removal of Back Ups SW resource.</li> <li>- Review of EDT Practice Standards</li> <li>- CPD Programme for EDT SWs.</li> </ul> <p>(iv) Consider Team Manager resource for the service</p>			<p>30/09/21</p> <p>(TBC)</p>	
<b>5.3</b>	<p><b>The quality, frequency and effectiveness of supervision</b> [Ofsted Focused Visit area for improvement ]</p> <p>(i) Design and implement a Practice Improvement Programme across all services, working with supervising managers to enable a consistent offer of enhanced supervision- including:</p> <ul style="list-style-type: none"> <li>• succinct recording of reflective supervision conversations,</li> <li>• demonstrable evidence of challenge, and follow up on previous discussion,</li> <li>• recording professional curiosity and</li> <li>• A focus on neglect including how it manifests and the role of chronologies in the identification of chronic neglect</li> <li>• Review the level of management oversight of families repeatedly referred</li> <li>• Link with supervision recording on CRS to make it easy to record, building on previous work</li> </ul> <p>Programme to be delivered through a series of workshops with Heads of Service and Practice Improvement team involved.</p> <p>(ii) Neglect to be the focus for the October bi-monthly Windows into Practice case audits.</p>	✓ Practice Improvement Plan	RM, with CD	<p>31/09/21</p> <p>31/03/21</p>	<p>All children, including those who may be living with chronic neglect, benefit from social workers whose supervision enables them to develop their professional curiosity, contingency planning and alternative ways of working</p>

<b>REPORT TO:</b>	<b>Appointments Committee</b> 27 April 2022
<b>SUBJECT:</b>	<b>Formal review of the Recruitment Policy</b>
<b>LEAD OFFICER:</b>	Dean Shoesmith, Chief People Officer
<b>CABINET MEMBER:</b>	Cllr Callton Young Cabinet Member for Resources & Financial Governance
<b>WARDS:</b>	All
<b>PUBLIC/EXEMPT:</b>	Public

**SUMMARY OF REPORT:**

The report is referenced to the Council’s Equalities Strategy and the Council’s commitments to delivery of equality, diversity and inclusion (EDI) improvements. The report covers a range of data with emergent analysis themes that requires a formal review of the recruitment policy with aligned actions that will make for improved practice. This includes an analysis of recruitment EDI data, an introduction to the concept of Value Based recruitment, as well as the importance of having user-friendly e-recruitment systems

The report addresses issues of consistency of practice across the council, the importance of training recruiters, and the beneficial EDI impact of diverse selection panels.

The report also covers that we are operating in a candidate-led employment market, and the importance of developing an authentic and positive Croydon employer brand.

Finally, the report notes the importance of recruiting young people into the council and the economic development and social impact benefits apprenticeships and graduate appointments can have for the council and the borough, including working with our suppliers to develop social values around employment for local people.

**COUNCIL PRIORITIES 2020-2024**

*Include here a brief statement on how the recommendations address one or more of the Council’s priorities:*

- *With the emphasis on reviewing our policy framework for recruitment this aims to satisfy equality, diversity and inclusion this will help support the council’s focus on tackling ingrained inequality and poverty in the borough*

**FINANCIAL IMPACT:**

There are no specific financial implications arising from this report and costs of a formal recruitment policy review will be met from within existing budgets. Improving the council's recruitment policy framework and the ability of the council to develop a strong, attractive brand in the employment market should support the reduction of costs arising from agency workers where the council has failed to recruit

**RECOMMENDATIONS:**

To:

- 1.1 note the report, the recommendations for change and the work to be initiated to develop an improved, accessible recruitment policy framework to support a more representative, diverse, and inclusive workforce in practice; and
- 1.2 provide comments and feedback on the proposal for a review of the Council's Recruitment and Selection Policy.

**1. DETAILS**

**1.1. Background analysis**

The Council's Equality Strategy establishes the council's commitment to improving the profile of the workforce to make sure the diversity of the borough is represented, that all members of staff are equally and fairly represented, and that this is reflected in our workforce policies and the planning we do across the council. The EDI Board has introduced for the first time in many years data analysis of recruitment activity which is the starting point for this formal recruitment policy review.

Recent analysis of recruitment data reported to the workforce EDI Board reviewed the council's recruitment activity for the three-month period November 2021 to January 2022. It was presented as headcount data and additionally a percentage analysis to aid impact assessment.

- 1.2 From this first analysis several areas of possible disproportionality emerged. As this was a three-month analysis, we need to be careful in drawing definitive conclusions with ongoing monitoring and impact assessment needed however, the continued gathering of the data will provide a clear evidence-base for the formal review of the recruitment policy.
- 1.3 **Ethnicity** – when reviewing this protected characteristic group, it emerges that there is no particular disproportionality with the rejection part of the process (55% Black candidates rejected, 56% White candidates rejected and 53% Asian candidates rejected). When reviewing 'hired' there was a 2% hire rate of Black candidates, compared with a 3.4% hire rate of White candidates, and a 0.9% Asian candidates' hire rate. Whilst this limited three-month data

set should be treated with caution it suggests that the anonymised application process appears to be working successfully with no disproportionality regarding rejecting candidates however, more work is required to ensure there is not disproportionality when hiring decisions are made.

- 1.4 **Disabled candidates** – when reviewing this protected characteristic candidate group there is no disproportionality with the rejection part of the recruitment process. However, based on this three-month time-limited data set, there is possible concern that more non-disabled candidates (2.5%) are being hired than disabled (2%) albeit the percentage difference is not large. Another factor to monitor is that 2,174 applications were made from non-disabled candidates, compared with 199 (7%) from disabled candidates, when the workforce profile of disabled staff is 9.5%, and the community demographic profile of disabled people is 15%. This suggests that disabled candidates may be deterred from applying to the council for work, which is a key factor for the formal review of the recruitment policy.
- 1.5 **Age** – the analysis showed a correlation between age and rejection rates, with a progressively lessening rate of rejection with older candidates. Those aged 20-25 years had a 64% rejection rate, compared with those aged 61+ where the rejection rate was 35%. This will require further monitoring however, it suggests that older candidates are better able to submit applications that stand less chance of rejection. Similarly, there is a generally higher hire rate for the older age bands compared with the younger age bands. This is another element to review as part of the formal recruitment policy review, as the council has an ageing workforce profile and needs to attract and develop a younger cohort of employees for future talent pipelines, improved workforce age equality profile, and future succession/talent planning.
- 1.6 Work is in train to complete quarterly recruitment EDI data and analysis noting three months is reflective of the average recruitment lifecycle.
- 1.7 Further work and analysis is required to provide a breakdown by directorate, division, and grade so that issues of disproportionality can be pinpointed and corrective actions taken.
- 1.8 A qualitative analysis is required to establish the reasons for rejection and to gain greater insights so that appropriate actions can be taken and will inform the formal recruitment policy review.
- 1.9 Further work has commenced to monitor and analyse the representation of interview panel members to ensure policy adherence. This includes regular sampling and spot checks of interview panel membership to ensure current policy adherence. Where shortfalls in current policy adherence are emergent, HR together with senior line management, will put corrective actions in place. This work will be tracked and incorporated into the dataset going forward.
- 1.10 **Values based recruitment (VBR)**

## Non-Executive Template

- 1.11 At present the council bases recruitment practice on an assessment of candidates' knowledge, experience and education. Whilst the person specification includes core behaviours these are seldom assessed.
- 1.12 Values based recruitment (VBR) provides a methodology and an approach to recruitment which will help the council attract and assess people whose personal values match with our organisation. This is especially important for social care delivery and customer services for the council to improve resident and customer satisfaction.
- 1.13 The introduction of VBR will need to be an integral part of the formal policy review.

### 1.14 **Internal recruitment to promote career opportunities**

The council has adopted a policy approach of advertising roles on an internal basis first to ensure that current staff have the fullest opportunity to apply and to be able to enhance their career opportunities. This follows feedback from the Race Equality Network and other staff forums, as well as staff surveys, about a lack of opportunity for staff to progress in the council. It is also important that staff who are unsuccessful receive clear feedback from the chair of the recruitment panel on areas for development so that they can address any skills, knowledge, and capability needs.

### 1.15 **E-recruitment systems.**

- 1.16 Electronic recruitment systems, otherwise commonly known as applicant tracking systems (ATS) by recruiters (systems that can track the progress of applicants through the recruitment lifecycle and candidates can track their progression through the system). The council's current ATS, Taleo, is under review as it could be an unintended obstacle to recruitment due to the system's complexity and the implications this has for the application process (see disability data, section 1.4 above). Work is being undertaken to review Taleo's functionality and accessibility, and dependent upon this review the council may procure a replacement ATS. The review will consider the accessibility of the ATS, as well as its efficiency and functionality

### 1.17 **Consistency of recruitment practice**

- 1.18 Whilst the council has a reasonably well-developed recruitment policy there can be variations in understanding and application of the policy. The data shown in sections 1.3 – 1.9 above indicate more work is required to eliminate unconscious bias, and appointment disproportionality across a range of protected characteristic candidate groups. HR has recently put in place sampling of interview panels to ensure they are balanced and have protected characteristic representation in a consistent way. The council has trained Black Asian and Minority Ethnic interviewers to address issues of representation and bias at interviews, and these actions have helped. This data will be gathered, analysed and reported to the EDI Board to pinpoint any areas of inconsistency of practice and target appropriate interventions. The



council will develop data sets to track the application of the recruitment policy in terms of consistently having representative panels at all levels, and not just at just chief officer-level.

### **1.19 Training for hiring managers**

- 1.20 Training for hiring managers is key to ensuring those managers put into effective practice the council's recruitment and equality policy requirements. Training for values based recruitment will be important for the enhancement and consistency of practice in applying the council's recruitment approach, together with ongoing training on recruitment for good equality, diversity and inclusion practice. By including values based recruitment alongside other recruitment methodology the council will be widening the assessment criteria aiming to ensure improved diversification of candidates appointed. Appointments and de-selection of candidates by protected characteristics will continue to be carefully monitored to establish cause and effect actions and any further interventions that may be required where issues of disproportionality emerge.
- 1.21 We will need to ensure that all hiring managers have completed the requisite training before they are involved in future recruitment decision-making, so that best practice and consistency of approach are firmly in place, and this is regularly refreshed, or refresher training is provided to hiring managers who have been previously trained.

### **1.22 A candidate-led market and the council's brand**

- 1.23 Since the country's emergence from the pandemic and lockdowns there has been a shift in the labour market with many employees seeking to change employer (dubbed 'the Great Resignation' 2022), with vacancies increasing, and employers find it increasingly challenging to compete in the labour market.
- 1.24 The council finds itself in the same position, given the hyper-competitive nature of the London jobs market, as well as challenges arising from its section 114 notice. However, the recent senior recruitment campaign demonstrated that with the right approach the council has been able to attract high calibre candidates to skills scarcity roles. The lessons learned from this campaign will be important to apply to future recruitment.
- 1.25 Building and developing the council's image and brand as employer will be key to future talent attraction. This work will be dovetailed to the culture change programme and will include careful consultation across the council to ensure the council's brand is authentic, reflective of the lived experience of staff, and includes the excellent work completed by many employees to serve the borough of Croydon and our residents. Authentic accounts of work completed for residents, as well as personal development, and the lived experience of working for the council will all be important factors in the development of the council's employer brand, to attract and retain future talent

## **1.26 Addressing age disparity**

1.27 The council has an ageing workforce profile with an average age of 45. The council employs just 1% of the workforce in the age range 18-24 and 13% in the age range 25-34 (derived from employment profile data as at 31 March 2022). The age group of 16-24 is especially under-represented when it comes to appointments and as outlined in section 1.9 above there is a correlation between the older candidates are and them being more successful for employment.

1.28 The council is a major employer in the borough and it is important for the council to lead by example and engage young people in work and training, as there is a correlation with young people not being in employment, education and training (NEET) and higher incidents of serious youth violence. This should form part of developing a new People Strategy. To ensure apprenticeships and graduates placements are embedded, roles that are suitable for apprenticeships and graduates should be identified in the council's workforce establishment and agreed with each directorate to form an apprenticeships and graduate strategy and action plan. The council should also target and prioritise local residents for these roles and work with the supply chain to ensuring social value is maximised from contracts by making the employment of local resident apprentices a contractual stipulation .

## **2 CONSULTATION**

2.1 Initial consultation has been via the council's EDI Board including senior managers, staff network chairs, and cultural ambassadors. Once further developed, the revised policy will need to be the subject of formal trade union consultation.

2.2 This report also serves as a means of consulting the appointments committee to ensure members' views are factored into the review of the recruitment policy.

## **NEXT STEPS**

2.3 Following consultation in drafting a new recruitment policy covered under 2.1 and 2.2 above, the policy would be approved via CMT and the Council Staff Consultation (CSC) meeting with the trade unions

## **3 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS**

### **3.1 Revenue and Capital consequences of report recommendations**

3.1 All costs have been met within existing budgets and the permanent appointment of these senior roles ha helped to reduce agency day rate costs.

Approved by: Nish Popat, for Director of Finance

#### **4 LEGAL CONSIDERATIONS**

The Head of Litigation and Corporate Law comments on behalf of the interim Director of Legal Services that Section 7 of the Local Government and Housing Act 1989 requires all staff engaged by a local authority to be appointed 'on merit'. The Council must also comply with its statutory obligations in relation to recruitment under the Immigration Act 2016 (including the Code of Practice on the English language requirement for public sector workers - s7), the Rehabilitation of Offenders Act 1974, The Safeguarding Vulnerable Groups Act 2006, the Immigration, Asylum and Nationality Act 2006, the Equality Act 2010, the Equality Act 2010 (Specific Duties and Public Authorities) Regulations 2017 (SI 2017/353), the Data Protection Act 2018 and the General Data Protection Regulation (2016/679 EU). The Recruitment and Selection Policy provides a framework for the Council to comply with those obligations and further the Council's commitment to delivery of equality, diversity and inclusion whilst ensuring that the Council can attract high quality employees into its job vacancies.

*Approved by:* Sandra Herbert Head of Litigation and Corporate Law on behalf of the interim Director of Legal Services & Deputy Monitoring Officer.

#### **5 HUMAN RESOURCES IMPACT**

5.1 The HR impact is covered in the main body of the report

5.2 Approved by: Dean Shoesmith, Chief People Officer

#### **6 EQUALITIES IMPACT**

6.1 The equalities impact is addressed in the main body of the report.

6.2 Approved by: Dean Shoesmith, Chief People Officer

#### **7 DATA PROTECTION IMPLICATIONS**

##### **7.1 WILL THE SUBJECT OF THE REPORT INVOLVE THE PROCESSING OF 'PERSONAL DATA'?**

7.4.1. The recommendations contained within this report will not directly involve the processing of data

*Approved by:* Dean Shoesmith, Chief People Officer

Non-Executive Template

**CONTACT OFFICER:** *Dean Shoesmith, Chief People Officer,*  
[dean.shoesmith@croydon.gov.uk](mailto:dean.shoesmith@croydon.gov.uk)

**APPENDICES TO THIS REPORT**

None

**BACKGROUND DOCUMENTS:**

None

<b>REPORT TO:</b>	<b>Appointments Committee</b> 27 April 2022
<b>SUBJECT:</b>	<b>Positive Action Talent Development Programmes</b>
<b>LEAD OFFICER:</b>	Dean Shoesmith, Chief People Officer
<b>CABINET MEMBER:</b>	Cllr Callton Young Cabinet Member for Resources & Financial Governance
<b>WARDS:</b>	All
<b>PUBLIC/EXEMPT:</b>	Public

**SUMMARY OF REPORT:**

The report sets out the council’s work to develop our internal talent, using positive action talent development programmes to improve workforce equality, diversity, and inclusion, and in turn to improve services to residents.

**COUNCIL PRIORITIES 2020-2024**

*Include here a brief statement on how the recommendations address one or more of the Council’s priorities:*

- *The talent development programmes aim to improve and enhance equality, diversity, and inclusion as this will help support the council’s focus on tackling ingrained inequality and poverty in the borough*

**FINANCIAL IMPACT:**

There are no specific financial implications arising from this report and costs of a from the talent development programmes will be met from within existing budgets with expenditure and commissioning overseen by the Learning and Development Board.

**RECOMMENDATIONS:**

To:

- 1.1 note the report and the recommendations for reactivating talent development programmes to support the personal development and advancement of staff to create a more representative, diverse, and inclusive workforce, who are skilled to meet residents’ needs; and
- 1.2 Provide views and feedback on the proposed talent development programmes.

## 1. DETAILS

### 1.1. Background

1.2 Early work to enhance talent development in the workforce commenced in late 2021 with the launch of the 'Crossing the Threshold' culture change programme initiative – it is expected this initiative will further inform decisions about Equality Diversity and Inclusion (EDI) learning and development; with the first development being a 'Valuing and Embracing Difference' programme to support managers and equip them with greater skills in managing their diverse teams. The organisation had twice previously sought to commission this type of programme in 2018 and 2020; with the process being halted on both occasions for budgetary reasons

1.3 Current work in progress, in collaboration with Employment, Skills and Economics, includes: -

- (a) Designing a future Leaders' apprenticeship programme aimed at anyone seeking personal advancement opportunities. The council is consulting LSBU and Roehampton University about their leadership apprenticeship programmes to shape some of the modules; and the aim is to deliver a leadership apprenticeship programme by the autumn of 2022, supporting the council's talent into leadership roles and developing our own talent pools
- (b) Creating a Black Asian and Minority Ethnic apprenticeship programme at level 7, designed for those aspiring to be senior leaders and to develop diverse talent pipelines for senior management roles
- (c) Scoping the apprenticeship offer around career aspirations
- (d) Offering 1-2-1 talent development discussion sessions for our colleagues
- (e) Creating leadership talks from internal and external public/private sector representatives for our internal apprentices (all of which will be designed to raise aspirations) and inspire lifelong learning. We will work with our networks to deliver these talks, with CALAT shaping the plan.

1.4 Alongside formal talent development, the council will also develop talent through other methods, with scope to consider opportunities for development and growing our own leaders as part of an overall talent management scheme, other than formal training, such as:

- (a) Creating a shadow CMT to develop leadership skills
- (b) Reverse mentoring
- (c) Strengthen shadowing opportunities
- (d) Reinvigorate our mentoring offer i.e., offer for Black Asian and Minority Ethnic staff, including the pan-London leadership development programme, utilising this as a positive action intervention
- (e) Succession planning initiatives, identifying talent from the organisation and disadvantaged groups for areas of future workforce need

1.5 Over the past two years the council has taken extensive endeavours to create diverse/inclusive and trained interview panels, with that work is ongoing. This was reiterated in January 2022 in the weekly message from the Chief Executive. Improving consistency of recruitment practice across the organisation will remain a focus for the coming year to ensure appropriate positive action measures are reflected in talent acquisition and talent development. HR will be undertaking spot checks to ensure appropriately diverse panels are in place and will take corrective action together with senior line management, where there is a lack of compliance.

1.6 Future development and considerations

In terms of positive action interventions in the future, it will be a pre-requisite that:

- a. each programme responds to specific issues linked to the identified target group.
- b. the identified target group should have a representative voice to spell out the rationale for a particular course or programme.
- c. the programme should be designed from the basis of a strong evidence base, e.g. workforce data, recruitment data, specific sector/profession insights.
- d. It will also be important that any interventions integrate with the larger, overarching People and Culture Transformation strategic plan, which also aligns with the Croydon Renewal Plan; so they take place in a structured, planned, coordinated and timely way.

1.7 With a smaller workforce and flatter structures, the potential for career opportunities will be more limited than in the past. Therefore, if traditional routes to progress or develop, such as promotion, are limited, the organisation will need to promote career progression differently, and offer alternative skills pathways for professional development, aligned to organisational design and clear career pathways. Two initial reports (i) positive action talent development and (ii) skills and career pathways, were presented to the March EDI Board and further work to develop a systemic approach to talent development and advancement will be integral to the new People and Culture Transformation Strategy.

1.8 Line managers have a key role and responsibility for supporting the development of their team members; both through our recently released formal, specifically targeted training offer for managers, and through informal opportunities to learn, such as shadowing, involvement in new activities, stretch objectives, etc. This expectation is now reflected in our appraisal as an objective for all people managers.

1.9 In addition, the People and Culture Transformation strategy will include a talent management scheme and needs to reflect our organisational intentions for all staff with a particular emphasis on under-represented groups, i.e. Black

Asian and Ethnic Minority staff, women, young people, and disabled staff, as key underrepresented protected characteristic groups.

- 1.10 With increasingly fewer resources, we need to prioritise talent development initiatives, as well ensure opportunities for career movement is viable once the talent programmes are developed and the participants have developed as a result. The latter point has been absent in the past, a key lesson learned, and a challenge will continue as the council's establishment diminishes.
- 1.11 Integral to the talent development programmes will be the articulation of a psychological contract making clear to everyone participating in advance what the deal is and to manage staff expectations realistically.

## **2 CONSULTATION**

- 2.1 Initial consultation has been via the council's EDI Board including senior managers, staff network chairs, and cultural ambassadors, with a report to considered at the March 2022 meeting of the EDI Board.
- 2.2 This report also serves as a means of consulting the appointments committee to ensure members' views are factored into the ongoing development of talent programmes.

## **3 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS**

### **3.1 Revenue and Capital consequences of report recommendations**

- 3.1 All costs have been met within existing budgets and the Learning and Development Board has been established to ensure effective commissioning and expenditure controls are in place.

Approved by: Nish Popat for Director of Finance

## **4 LEGAL CONSIDERATIONS**

- 4.1 The Head of Litigation and Corporate Law comments on behalf of the interim Director of Legal Services that the report is for noting and there are no additional legal implications arising.
- 4.2 Approved by Sandra Herbert, Head of Litigation and Corporate Law on behalf of the Director of Legal Services and Deputy Monitoring Officer

## **5 HUMAN RESOURCES IMPACT**

- 5.1 The HR impact is covered in the main body of the report
- 5.2 Approved by: Dean Shoesmith, Chief People Officer



## **6 EQUALITIES IMPACT**

6.1 The equalities impact is addressed in the main body of the report.

6.2 Approved by: Dean Shoesmith, Chief People Officer

## **7 DATA PROTECTION IMPLICATIONS**

### **7.1 WILL THE SUBJECT OF THE REPORT INVOLVE THE PROCESSING OF 'PERSONAL DATA'?**

7.4.1. The recommendations contained within this report will not directly involve the processing of data

Approved by: Dean Shoesmith, Chief People Officer

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**CONTACT OFFICER:** *Dean Shoesmith, Chief People Officer,*  
[dean.shoesmith@croydon.gov.uk](mailto:dean.shoesmith@croydon.gov.uk)

### **APPENDICES TO THIS REPORT**

Appendix one – detailed analysis of previous positive action talent development programmes

### **BACKGROUND DOCUMENTS:**

Positive action talent development report,

## **Appendix One – details of previous talent development programmes**

### **Positive action programmes 2015 - 2020**

From 2015-20 the L&OD team developed and delivered a range of activities to support the organisation's goal to improve the representation of staff from minority groups in management roles. The representation of women in senior management roles increased significantly during the early years; while the same level of success has not been achieved with Black Asian and Minority Ethnic senior managers, evidence shows that career progress was achieved by many who completed the programme, but many were lateral or vertical moves and most exited the organisation because they were unable to see vertical opportunities for them at the council.

The organisation hit a hiatus in 2020 with the dual challenges of the Covid-19 pandemic and later in the year significant budget constraints, which stopped delivery of the programmes that were in place, or ones that were to be commissioned.

Prior to that time, in the period 2015 - 2020 three distinct leadership programmes had been designed specifically to address the issues of under-representation within the council's management workforce:

- Realising your Potential and Career Development Programme for Black Asian and Minority Ethnic Aspiring Managers
- Women's Aspiring Leadership Development Programme
- Authentic Leadership program for staff living with disability

### **Black, Asian and Minority Ethnic employees' leadership development**

#### Context

- The need to develop and implement a new positive action leadership offer for Black, Asian and Minority Ethnic staff was originally set out in the People Strategy 2013-15.
- The rationale for developing the aspiring leadership programme included:
  - Black Asian and Minority Ethnic staff were under-represented at management levels, particularly at senior levels where there were only three Black Asian and Minority Ethnic directors out of 23 (13.04%) and 1 out of 6 (17%) on the top team.
  - The desire as an organisation to grow its own talent.
  - Drive from Black Asian and Minority Ethnic Network Sponsor and the network's members.
  - Boosting the performance of Black Asian and Minority Ethnic candidates during interviews (internal and external candidates).
  - It was the right thing to do, given the issues voiced, the concerns needing to be addressed and the inequalities evidenced in the demographic data.

## Non-Executive Template

- The Black Asian and Minority Ethnic Staff Network, recently renamed the Race Equality Network, contributed to and supported this important development initiative and feedback from a Black Asian and Minority Ethnic staff Survey in late 2015 provided additional ideas about content and delivery methods.
- An external facilitator, David Weaver, was commissioned to develop and deliver the 3 core modules, with input from a selection of Black Asian and Minority Ethnic managers.

### Realising Potential Programme for Black Asian and Minority Ethnic Aspiring Managers

- A fundamental feature of the programme design was that it was a phased programme comprising a variety of events over a number of months, rather than being a single block of training days. The programme included 3 one-day modules, two-hour practical workshops between the modules to reinforce learning and focus on the next module and recommended additional self-directed resources available on Croydon Learning. One of the modules included a focus on providing recruitment interviewing guidance and practise.
- This 5-6 month blended positive action programme was launched in 2016, facilitated by an experienced Black Asian and Minority Ethnic facilitator and supported by an internal consultant who acted as co deliverer and a coach.
- An outline of the programme content is in Appendix A.
- Eight cohorts completed the programme from September 2016 to March 2020, with up to 18 places available on each.
- 125 participants started with 111 completing their programme (88.8% completion rate).
- The programme delivered tangible benefits to individuals and the organisation. Three participants gained multiple success, meaning that 45.9% of participants achieved some form of career progression within or outside the council.
- Whilst capable people will achieve success, we believe the programme had supported participants to apply for roles and succeed at interview.
- Demand for this programme had been declining with the latter programmes needing significant additional effort to promote so that participant numbers made the programmes viable.
- As of June 2020, career development and progression success for the programme was:

Started programme	Completed programme	New Job / Contract	Interim Role	Secondment	Shadowing	External Role
125	111 (88.8%)	24	2	19	7	9

### Leadership Effectiveness Programme

- In addition to the above programme, a similar development activity aimed at more senior Black Asian and Minority Ethnic managers was piloted in 2016.
- The target audience was Black Asian and Minority Ethnic managers who had attended the (then) senior leadership programme, 'Leading the Croydon Way' (LTCW). Of the 38 Black Asian and Minority Ethnic LTCW participants invited to attend the pilot Leadership Effectiveness Programme, only 5 signed up for and

completed the 2-day programme.

## Women's leadership development

### Context

- As with the aspiring leadership programme, the need to develop and implement a new positive action aspiring leadership offer for women was originally set out in the People Strategy 2013-15.

### Women's Aspiring Leadership Development Programme

- This was an 8-month phased programme, using a range of learning and development approaches. Core topics were delivered through 3 structured 1-day workshops supported by female line managers sharing their experiences and part-day facilitated sessions. In addition, eLearning courses were available via Croydon Learning.
- The programme was supplemented by participants having the opportunity to receive mentoring support or work shadowing, developing a rigorous PDP and completing a 360° review to increase self-awareness.
- A female external facilitator was commissioned to develop and deliver the core modules of the first programme, in 2016. After this, our internal L&OD team took responsibility for managing and delivering this blended programme.
- An outline of the programme content is in Appendix B.
  
- 68 women started, while 63 women completed the Women's Leadership Development programme between 2016 and 2020 (92.6% completion rate)
- Based on the cohorts that were surveyed in April 2018 to check career development:
  - 32% had gone on to secure new job roles within the council.
  - 34% had gone on to take up interim, job secondments within the council.
  - 92% had stayed with the council.
  
- As of late 2020, career development and progression success for the programme was:

Started programme	Completed programme	New Job / Contract	Interim Role	Secondment	Network chair	External Role
68	63 (92.6%)	19	14	2	3	3

## Authentic Leadership program for staff living with disability

### Context

- Staff living with disabilities are underrepresented at the higher levels of leadership and management within the council. This gap has been recognised resulting in positive action being taken to offer a leadership training program. Specifically, to address the learning needs of those living with disability in the organisation.

## Non-Executive Template

- The rationale for this program was supported by the council's 'Workforce Development Plan 2017-2018. In addition, the 'Workforce strategy (2019-2022) Priority 3', demonstrates a commitment to a leadership program for those staff with disabilities.

### Authentic Leadership program for staff living with disability

- This aspiring leadership programme seeks to support and encourage staff living with a disability or long-term health condition to gain confidence to move into management and leadership roles.
- We partnered with an external consultant to develop this programme and consulted members of the staff Disability Network. The intention was for joint delivery between us and our external provider on a train the trainer basis enabling future in house delivery of the program following a pilot event.
- The pilot programme was scheduled to run between April and December 2020, followed by a thorough evaluation activity being completed before further programmes being scheduled.
- The pilot programme was not implemented in response to a directive to cease all training courses that were not mandatory or statutory to fulfil local authority commitments.
- An outline of the programme content is in Appendix C.

## Other development initiatives

### **CALAT aspiring leadership programme**

#### Context

- From 2019, due to financial constraints, along with pressure from Members to demonstrate better utilisation of the council's funding of the Apprentice Levy; L&OD partnered with CALAT to develop and deliver a Level 3 Team Leader/Supervisor Apprenticeship. This is a generic, foundation leadership development programme which is designed for supervisory or first-line managers to attend.
- At that time, consideration had been given to developing a core aspiring leadership programme that was accessible for all staff, rather than only to staff from protected characteristics groups, and which would provide a foundation of core leadership skills.
- It was envisaged that this programme would encompass generic and useful leadership skills; that could be supplemented with separate modules for under-represented groups, e.g., Black Asian and Minority Ethnic, Disabled and/or female staff.
- These modules could have a particular focus on 'what's different' being in these groups. In addition, providing support with applying for new roles and navigating the recruitment process could be an additional module available to all participants on the programme. However, no further work has been undertaken in 2020 to create such modules.

### **Recruitment and selection e-Workshop**

- The practical Recruitment and Selection e-Workshop has been running in its current form since January 2020. As at 19/01/2022, 326 participants have completed the training, with 32 booked to attend future events.
- The revised content follows a new Recruitment and Selection Policy that outlined several mandatory requirements and changes to the procedures to support a fairer and impartial recruitment process.
- Positive action is explained, including explaining the difference between positive action and positive discrimination. This section of the training focuses on equality and diversity in the recruitment process.
- Participants are advised of the council's 'Disability Confident Employer' status and that we use the 'double tick' standard in our advertising as positive action to encourage an underrepresented group such as people with disability to apply.
- Participants are reminded that it is important to remember that positive discrimination (as opposed to positive action) is unlawful in the UK.
- Participants are reminded that the council collects and analyses equality monitoring data for employees and therefore they have access to the Workforce Profile via the council's intranet.

### **Unconscious bias eLearning**

- Two eLearning course were developed in 2017 and launched in 2018. The 'Unconscious Bias – An Introduction' course, designed for staff and 'Unconscious Bias – In Practice', designed for managers. Both courses were mandatory training at the time.
- The managers' course had a focus on work-based decision-making situations where bias might occur. The seven areas covered are: recruitment and promotion; performance management, appraisal and reward; providing development opportunities; delegating or allocating work; decision-making; in meetings and dealing with residents / customers / partners / suppliers.
- Both courses were updated in 2019.

### **Alternative flexible development opportunities**

- Since 2016 we have had an internal mentoring scheme.
- Mentoring was promoted to participants of the Black Asian and Minority Ethnic and Women's aspiring leadership development programmes. It was established as a brokering service, linking mentees seeking support with potential mentors. The responsibility for driving the process lay with mentees and whilst those that actively sought and gained a mentor benefited from the relationship; a challenge was having sufficient willing mentors to meet the demand.
- In 2017, the mentoring process was re-designed to become more of a self-managed approach. Detailed mentoring guidance was made available on the intranet and the process focused on advising mentees looking at potential mentors to contact them directly to seek their support.
- In 2019 the programme was reviewed, the mentor list was refreshed, and evaluation was undertaken which gave positive feedback highlighting positive impact of the programme.
- The programme was suspended in 2020 due to COVID and changing L&OD priorities to support the organisation. The online access continues to be available

Non-Executive Template

for all but needs to reviewed and reinitiated.

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<b>REPORT TO:</b>	<b>Appointments Committee 27<sup>th</sup> April 2022</b>
<b>SUBJECT:</b>	<b>Croydon Council's Draft People &amp; Cultural Transformation Strategy 2022-2025</b>
<b>LEAD OFFICER:</b>	<b>Dean Shoesmith, Chief People Officer</b>
<b>CABINET MEMBER:</b>	<b>Cllr Callton Young, Cabinet member for Resources and Financial governance</b>
<b>WARDS:</b>	<b>All</b>
<b>PUBLIC/EXEMPT:</b>	<b>Public</b>

**SUMMARY OF REPORT:** This report describes the work undertaken to date on the cultural transformation required by the Croydon Renewal and Improvement Plan.

It also outlines plans to continue to change the culture of the organisation to become a council that delivers good quality services in an open and responsive way to residents, underpinned by strong financial disciplines and effective governance.

#### **COUNCIL PRIORITIES 2020-2024**

*The People and Cultural Transformation Strategy responds to ensuring:*

- Croydon has an inclusive, agile, responsive, capable and accountable workforce.
- Our values and expected behaviours are lived and consistently demonstrated.
- The Council is a learning organisation, where each person assumes responsibility for their development and personal growth.
- Croydon Council is an actively anti-racist council, which celebrates equality, diversity and inclusion as a strength and uses this approach to inform the delivery of services.
- 

Residents have an equal opportunity to benefit from the opportunities that living and working in this borough have to offer.

**FINANCIAL IMPACT:** The strategy will be delivered by the Assistant Chief Executive's Directorate and by the Human Resources and Organisation Development Division.

The corporate Learning and Development budget and wherever viable, the apprenticeship levy funds will be used to pay for development programmes.

## **RECOMMENDATIONS:**

The Appointments Committee is asked to; -

- Note the outline draft People and Cultural Transformation Strategy at the appendix, the work done to date and offer views and consideration,
- To agree the report and appendix as a draft,
- To note the work that will commence in May 2022 with all managers and staff on the results of the November 2021 staff survey, the values refresh and the consideration of this draft strategy,
- To agree that the outcome of that work will return to this committee with the final strategy for member consideration and agreement.
- To note that all managers will adopt a personal performance indicator as part of this year's performance management system to develop the talent of their direct reports and teams.

## **1.Context**

1.1 Croydon Council, along with the rest of the public sector and all other local authorities, is facing unprecedented change and instability because of the COVID pandemic. This has caused many councils to rethink their operating models and ways of working so that they are able to deal with the impact of COVID 19 on where staff work, and how they work.

1.2 Croydon Council also faces additional challenges following the issuing of two section 114 notices which resulted in the Council seeking a Capitalisation Direction from Government, The Council has developed the Croydon Renewal and Improvement Plan which focuses on a programme to improve governance, manage resources effectively and restore confidence from staff and residents. It was based on that plan, that the Government agreed the extraordinary financial support for the Council, and not to appoint commissioners but instead to appoint the Improvement and Assurance Panel whose remit is to advise, support and challenge the Council as it implements the Croydon Renewal and Improvement Plan.

1.3 Over the last 18 months, the Council has had to respond to two Reports in the Public Interest, two Section 114 notices, a non-statutory rapid review / government

intervention report, manage a significant multi-year savings programme and prepare for a fundamental change in governance to an elected Mayor model. Culture change in the organisation's workforce has been identified as a key deliverable to support all of this activity.

- 1.4 The Council is on track to end the 2021/22 year on budget and deliver the £44.7m savings agreed. Full Council has agreed the budget for 2022/23 which incorporates a further £55m savings in the budget. The Council's new senior management structure is now largely in place, with the appointment of most new permanent senior officers, and work continues to strengthen the governance practice and internal control systems.
- 1.5 In spite of the impacts of organisational change, preparation for an elected mayor, uncertainty around hybrid working, and the loss of some talent in all areas, staff have remained resilient and have continued to engage through staff webinars, workshops, and road shows with up to 1,000 attendees in some webinars.
- 1.6 The importance of changing the Council's culture has been raised by the Improvement and Assurance Panel in a number of their quarterly letters to the Secretary of State. In its fourth report the IAP wrote the following in their report "A Cultural Transformation Framework has been produced that addresses organisational and cultural transformation and seeks to put staff engagement at the heart of it. There is enthusiasm and energy evident in support of this. A range of tasks are being undertaken which together represent a programme for change which is comprehensive in scope, well-focused and founded on practical and performance-related outcome"
- 1.7 Both the Scrutiny and Overview Committee and GPAC have also commented upon the importance of cultural change in the Council's improvement and its essential role in helping the Council reduce many of its risks on the corporate risk register. Culture change continues to be a high risk for the Council and the approach that the people and culture transformation proposes is predicated on high staff engagement, behavioural change and aligned performance management framework.  
  
The Local Government Association have also lent their support to the development of this strategy and the importance of changing the culture of the council.
- 1.8 The Croydon Renewal and Improvement Plan, which was submitted to the Department of Levelling Up, Housing and Communities (MHCLG as was) made very clear the importance of the cultural change of Croydon Council to delivering the financially sustainable and effectively governed council by March 2024. Work has been underway over the last year to develop the strategy into a work programme for member review and consideration.
- 1.9 A new climate for change has been set to build the future for the organisation with a genuine readiness to move forward. Much of the infrastructure and pre-existing

ways of working need to be fixed or improved upon and our cultural transformation programme sets out a path that is already beginning to deliver improvements.

## 2.0 Where is the Council now?

- 2.1 The Council has acknowledged that it needs to change how it delivers and universally put the residents of Croydon first. The draft People and Cultural Transformation Strategy sets out the workforce priorities over the next four years to achieve that. It outlines how the Council will recruit, manage, and invest in staff to achieve the transformation required by the Croydon Renewal and Improvement Plan. In doing this the Council hopes to rebuild trust with residents by being much more responsive to their needs.
- 2.2 The Council's workforce needs to be supported to be able to operate in a more unpredictable, and complex environment while preparing to effectively support the new Mayoral governance model in May 2022. The 2020/21 financial and governance crisis, plus the effects of working through the pandemic and subsequent transition to hybrid ways of working adds another layer of complexity for the workforce and how to achieve cultural change.
- 2.3 The Croydon Renewal and Improvement Plan punctuates the importance of staff engagement and voice in shaping our future environment. It commits to creating an environment and platforms which are conducive to staff involvement ensuring contributions to the development of future services and how they are deployed. The ability to achieve true inclusion of staff in co-creating the future is a key control mechanism to reducing the risk of failure in achieving a successful transformation.
- 2.4 The over-arching aims of the people and cultural transformation strategy are to:
- Create a collaborative, inclusive and creative environment, which allows talent to flourish and builds our workforce capacity to meet our ambitions.
  - Create platforms where everyone can speak up, speak out and have a voice in the future direction of the organisation
  - Ensure fairness and justice feel real and where bullying, harassment and discrimination will not be tolerated
  - Be actively anti-racist.
- 2.5 The framework features seven interdependent priorities which will inform the cultural transformation: -
- I. **Strengthen leadership and management capabilities** – developing mindsets and behaviours aligned with the values.
  - II. **Build an equality driven, diverse and inclusive workplace** - creating a healthier and fairer workplace, where staff can thrive and are engaged and motivated to deliver positive outcomes for residents.

- III. **Prioritise the health, wellbeing, and resilience of staff** - enabling staff to learn and heal from the experience of a council in crisis and the impact of the COVID pandemic.
- IV. **Build skills and capabilities and optimise performance** - responding to current and future workforce skills and capability challenges at all levels and creating a learning culture with an aligned performance management system that informs continuous improvement.
- V. **Acquire and retain talent** - developing a recognition culture, paying attention to line management development of their teams' skills and abilities, and prioritising staff health and wellbeing
- VI. **Establish a 'Total' pay and reward offer** to ensure the council makes a positive total employment proposition, enabling effective talent recruitment and retention. Any total rewards statement will need to comply with the Council's prevailing Pay Policy statement and will be subject to the Council's job evaluation schemes, Hay and GLPC, and the current national pay terms and conditions from the NJC for Local Government Services, and JNC for Local Authority Chief Executives and Chief Officers
- VII. **Establish a values-based employer brand** to ensure the council is able to compete effectively in the employment market, attracts talent based on shared values and puts residents at the heart of what we do.

- 2.6 The draft People and Cultural Transformation Strategy lays out how the Council will develop a different way of working that enables it to lead change more effectively in a hybrid working environment, develop future leaders, improve the culture and improve how services are delivered to residents. Transformation means that the look and feel of the council will be different year on year as the council moves closer to fully delivering the strategy.
- 2.7 Leadership drives culture change, therefore, the stability of the Mayor with a 4 year period in office will fundamentally support the Council's transformation over the period of this strategy. In addition, adopting a distributive staff / manager leadership model where everyone, irrespective of role co-creates and co-delivers the change will accelerate the rate of change, as the deliverers of change are also the recipients of it.
- 2.8 This approach will require staff to identify and 'let go' of some of the past ways of doing things to make a way for new practices and behaviours that will help create a sustainable future. The starting point is through staff engagement. Conversations led by trained volunteer Croydon council staff will set the path of organisational and personal healing and rebuilding trust where every person is valued.

Many Croydon staff have worked at the Council for many years. Many Croydon staff live in the borough. What the Council has been through over the last 18 months has affected all staff as well as all residents of the borough. It is a very

personal thing for many of the Council's staff. It is important to recognise that not everything that the Council has done, has been criticised in external reports. However, it would be understandable if staff felt that their life's work has been criticised and made to feel of little value. The spotlight and personal criticism on more junior staff in social media and the continued criticism of the council has also made it more difficult to recruit and retain staff to help with capacity and delivery of better services. The culture change programme will be sensitive to staff feelings and this context.

- 2.9 Building managers' confidence and personal and professional capability will be pivotal to increasing levels of staff engagement, health and wellbeing, and resilience. They will play a key role in leading the transformation through role modelling the council's values.

### **3.0 Next steps**

- 3.1 Following the election of the Mayor in May 2022, a series of staff engagements are due to take place which will seek their views on the November 2021 staff survey results, the council's values refresh and the strategy framework.
- 3.2 These exercises will begin with a series of management engagement sessions starting on the 19<sup>th</sup> of May 2022 with the Corporate Management Team, Directors and Heads of Services. It is hoped that the Mayor will be available to attend the event and that the staff leadership team will hear from the mayor for the first time about their expectations for the team and the council.
- 3.3 Work has already been underway over the last year laying the foundations for this programme: -
- Establishment of virtual 'tea break' conversations led by frontline networks or staff, where CMT and senior managers engage in conversations over difficult and sensitive subjects and listen to staff concerns and respond with agreed actions
  - Establishment of a 'Guardians' programme where trained volunteer staff provide confidential listening support to address workplace health and wellbeing and cultural issues and signpost, including bullying.
  - Creation and operation of an Equality, Diversity and Inclusion board co-chaired by the Chief Executive and Head of Organisation Development and Learning.
  - Refresh of appraisal system with EDI and talent development objectives.

- Partnering with an external OD expert to co-deliver council-wide staff engagement workshops to heal, restore and rebuild the council's culture and behaviours to enable better services for residents.
- Proposal to launch refreshed leadership programmes and positive action leadership programmes, utilising the apprenticeship levy where viable
- Planned 360-degree appraisal for leadership roles to reflect and support the leadership development framework
- Development and extension of a mandatory training framework which includes unconscious bias and equality and diversity learning
- Development of a hybrid induction and pre-induction process

3.4 Noting the report, the draft outline of the People and Cultural Transformation Strategy at the appendix, work done to date it is proposed that the recommendations stated at the beginning of this report should be brought back to this committee for sign off.

3.5 Service Plans are being drawn up that set out how the teams will deliver their services, and these will form the basis of objective setting for staff using clear and robust key sets of metrics that underpin accountability. All managers will be required to adopt a personal performance indicator for the development of talent in their teams.

3.6 The Council will also need to determine how its' progress is benchmarked, which may include options for external validation and assessment, or bespoke benchmarking against key measures. The Local Government Association will be approached for their support in this as will London Councils.

#### **4.0 Conclusion**

4.1 The Council's ambition is to become an inclusive and financially sustainable organisation, delivering good outcomes and responding to Croydon residents in an open and transparent way.

4.2 The strategy will reflect the new skills the current and future managers will need to work in a highly diverse organisation, in a highly diverse borough, and excel at managing difference.

4.3 The strategy is also about the broader employment promise to our current and future staff to ensure we retain and attract the right workforce to ensure services for the residents of Croydon improve.

#### **5. FINANCIAL IMPACT**

Approved by: *Nish Popat for the Director of Finance*

## **6 LEGAL CONSIDERATIONS**

- 5.1 The Head of Litigation and Corporate Law comments on behalf of the interim Director of Legal Services that the basis of the core ethical standards expected of all public office holders including staff and councillors are set out within the 'Nolan Principles of Public Life' of Selflessness, Integrity, Objectivity, Accountability, Openness, Honesty and Leadership <https://www.gov.uk/government/publications/the-7-principles-of-public-life>.
- 5.2 Separately everyone employed directly or who works for or on behalf of the Council including those employed directly on a permanent, temporary or casual basis and those employed indirectly, including agency staff and consultants are bound by the Officer Code of Conduct. The Code also applies to those who are external secondees and office holders. The Code of Conduct alongside the Council's Values reflects the culture of the Council and sets out clear expectations in terms of how staff carry out their work, behave, respect and treat their colleagues and members of the public. Compliance with the Code of Conduct is mandatory, and breaches may be treated as a disciplinary offence leading to disciplinary action.
- 5.3 The Equality Act 2010 imposes positive duties upon the Council to promote equality and to eliminate unlawful discrimination and harassment and as such officers are also expected to uphold the legal requirements imposed within the Equality Act 2010 section 149 to (a) eliminate discrimination, harassment victimisation and any other conduct that is prohibited under the Act; (b) advance equality of opportunity between persons who share a relevant protected characteristic and persons who do not share it; and (c) foster good relations between persons who share a relevant protected characteristic and persons who do not share it.
- 5.4 In addition, the HR Handbook contains a range of other policies and procedures regulating amongst other things staff behaviour, conduct and performance management.

*Approved by:* Sandra Herbert, Head of Litigation and Corporate Law on behalf of the interim Director of Legal Services and Deputy Monitoring Officer.

## **6 HUMAN RESOURCES IMPACT**

- 6.1 The human resources impact is dealt with in the main body of the report



6.2 Approved by: Dean Shoesmith, Chief People Officer

## 7 **EQUALITIES IMPACT**

7.1 The equalities impact is dealt with in the main body of the report

7.2 Approved by: Dean Shoesmith, Chief People Officer

## 8 **DATA PROTECTION IMPLICATIONS**

8.1 **WILL THE SUBJECT OF THE REPORT INVOLVE THE PROCESSING OF 'PERSONAL DATA'?**

**NO**

8.2 **HAS A DATA PROTECTION IMPACT ASSESSMENT (DPIA) BEEN COMPLETED?**

**NO**

The report will not require any processing of personal data

8.3 Approved by; Dean Shoesmith, Chief People Officer

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**CONTACT OFFICER:** Dean Shoesmith, Chief People Officer,  
Grace Padonou Addy, Head of Learning & Organisational Development, 07436282116

### **APPENDICES TO THIS REPORT**

Appendix 1 -Draft 1 outline of the people and cultural transformation strategy as reflected in the Croydon *renewal plan*

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## People and cultural transformation strategy

The actions under this priority are essential to transform the organisation into a council that uses its available resources effectively in order to deliver good quality priority services for residents. They will ensure that:

- Croydon has an inclusive, agile, responsive, capable and accountable workforce.
- Our values and expected behaviours are lived and consistently demonstrated.
- The Council is a learning organisation, where each person assumes responsibility for their development and personal growth.
- Croydon Council is an actively anti-racist council, which celebrates equality, diversity and inclusion as a strength and uses this approach to inform the delivery of services.
- Residents have an equal opportunity to benefit from the opportunities that living and working in this borough have to offer.

### Programme: People and cultural transformation strategy

The Council needs to change how it works to actively put residents first. The Council will develop a people and cultural transformation strategy setting our workforce priorities over the next four years. It will outline how it will recruit, manage, and invest in staff to achieve the transformation required by the Croydon Renewal Plan into an organisation that delivers good quality services in a financially sustainable way.

In doing this the Council hopes to rebuild trust with residents by being responsive to their needs within the resources available. It also needs to prepare the workforce to operate in an unpredictable, complex and ambiguous environment, and support the transition to the Mayoral governance model in May 2022.

The Council will engage with staff and other stakeholders in developing the strategy. It will refresh the values and identify people priorities. The strategy will contain actions to strengthen leadership and management capability, get governance right and improve skills and performance. It will aim to optimise the health, wellbeing and resilience of staff, creating psychologically safe and inclusive environments where all staff can thrive. It will actively promote equality, diversity and inclusion in everything it does.

The new strategy will align with the Council's value proposition and the development of staff with the aims of the Croydon Renewal Plan. It will develop value-based recruitment processes, leadership competencies and develop a 'Resolution Policy' for informal resolution of employment issues as close to the point of origin as possible to enhance existing disciplinary and grievance procedures. Establishment of a holistic fair pay and reward system will support recruitment and retention of the right talent. Support

programmes and learning and development opportunities will help staff to reach their full potential, enabling them to play their part in rebuilding the Council.

The strategy should be in place by July 2022.

The cultural transformation of the Council will be guided by its organisational values which is undergoing review and will be refreshed by the launch of this programme.

### **Croydon Council's values**

**One team** - Crossing boundaries to work together towards shared goals with colleagues, partners and communities.

**Proud to serve** - striving to always do our best for the community, getting the most from limited resources and using taxpayers' money wisely.

**Honest and open** - working hard to build trust by treating everyone with honesty and integrity.

**Taking responsibility** - encouraging and supporting each other to take responsibility and show what we can do, learning together and recognising all of our contributions.

**Valuing diversity** - making the most of the many perspectives that make Croydon distinctive.

The strategy will have seven interdependent priorities that will be built around:

1. **Strengthen our leadership and management capabilities** – developing mindsets and behaviours aligned with the values.
2. **Build an equality driven, diverse and inclusive workplace** - creating a happier, healthier and fairer workplace, where staff can thrive and are engaged and motivated to deliver positive outcomes for residents.
3. **Prioritise the health, wellbeing and resilience of staff.**
4. **Build skills and capabilities and optimise performance** - responding to current and future workforce skills and capability challenges at all levels and creating a learning culture with an aligned performance management system that informs continuous improvement.
5. **Acquire and retain talent** - developing a recognition culture, paying attention to line management development and prioritising staff health and wellbeing

6. **Establish a 'Total' pay and reward offer.**
7. **Establish a values-based employer brand.**

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