



**COUNCIL  
AGENDA**  
for the meeting  
on  
5 July 2021 at  
6.30 pm

To: To All Members of the Council

Date: 25 June 2021

A meeting of the **COUNCIL** which you are hereby summoned to attend, will be held on **Monday, 5 July 2021** at **6.30 pm** in **Council Chamber, Town Hall, Katharine Street, Croydon CR0 1NX**

JACQUELINE HARRIS BAKER  
Council Solicitor and Monitoring Officer  
London Borough of Croydon  
Bernard Weatherill House  
8 Mint Walk, Croydon CR0 1EA

Cliona May  
Cliona.May@croydon.gov.uk  
[www.croydon.gov.uk/meetings](http://www.croydon.gov.uk/meetings)  
25 June 2021

Residents are able to attend this meeting in person, however we recommend that you watch the meeting remotely via the following link:

<https://webcasting.croydon.gov.uk/croydon/meetings/12668>

If you would like to attend in person please note that spaces are extremely limited and are allocated on a first come first served basis. If you would like to attend in person please email [democratic.services@croydon.gov.uk](mailto:democratic.services@croydon.gov.uk) by 5pm the day prior to the meeting to register your interest.

If you would like to record the meeting, we ask that you read the guidance on the recording of public meetings [here](#) before attending.

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 officer as detailed above.

## **AGENDA – PART A**

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

To receive any apologies for absence from any Members.

### **2. Disclosure of Interests**

In accordance with the Council's Code of Conduct and the statutory provisions of the Localism Act, Members and co-opted Members of the Council are reminded that it is a requirement to register disclosable pecuniary interests (DPIs) and gifts and hospitality to the value of which exceeds £50 or multiple gifts and/or instances of hospitality with a cumulative value of £50 or more when received from a single donor within a rolling twelve month period. In addition, Members and co-opted Members are reminded that unless their disclosable pecuniary interest is registered on the register of interests or is the subject of a pending notification to the Monitoring Officer, they are required to disclose those disclosable pecuniary interests at the meeting. This should be done by completing the Disclosure of Interest form and handing it to the Democratic Services representative at the start of the meeting. The Chair will then invite Members to make their disclosure orally at the commencement of Agenda item 3. Completed disclosure forms will be provided to the Monitoring Officer for inclusion on the Register of Members' Interests.

### **3. Urgent Business (if any)**

To receive notice of any business not on the agenda which in the opinion of the Chair, by reason of special circumstances, be considered as a matter of urgency.

### **4. Announcements**

To receive Announcements, if any, from the Mayor, the Leader, Head of Paid Service and Returning Officer.

### **5. Croydon Question Time (Pages 7 - 10)**

#### **a) Public Questions (30 minutes)**

To receive questions from the public gallery and questions submitted by residents in advance of the meeting.

#### **b) Leader and Cabinet Member Questions (105 minutes)**

To receive questions from Councillors.

- 6. Member Petitions (Pages 11 - 12)**  
To receive notice of petitions presented by Members on behalf of local residents.
- 7. Maiden Speeches**  
To hear maiden speeches from Councillors newly elected at the by election held on 6 May 2021.
- 8. Council Debate Motions**  
To debate any motions submitted in accordance with Council Procedure Rules.
- 9. Annual Reports (Pages 13 - 48)**  
To receive the following annual reports for 2020-2021:
  - i. Scrutiny and Overview Committee; and
  - ii. General Purposes and Audit Committee.
- 10. Governance Model Referendum**  
To consider the report of the Executive Director of Resources and Deputy Monitoring Officer (Interim). *Report to follow.*
- 11. Transformation Funding Strategy & 2021/22 Usage**  
To consider the report of the Executive Director of Resources and Deputy Monitoring Officer (Interim). *Report to follow.*
- 12. Constitutional Changes**  
To consider the report of the Executive Director of Resources and Deputy Monitoring Officer (Interim). *Report to follow.*
- 13. Use of Special Urgency for Key Decisions 2020/21 Annual Report (Pages 49 - 54)**  
To receive the annual report which details the cases where Special Urgency has been used during the 2020/21 municipal year.

**14. Recommendations of Cabinet or Committees to Council for decision (Pages 55 - 608)**

To consider the recommendations made by Cabinet or Committees since the last ordinary Council meeting relating to the following matters:

- (i) Appointment to the role of Chief Executive, Head of Paid Service, Returning Officer and Electoral Registration Officer
- (ii) School Admission Arrangements
- (iii) Report in the Public Interest – Quarter 1 Update
- (iv) Organisational Redesign of Croydon Council - Response to the Consultation

**15. 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**

This page is intentionally left blank

# Agenda Item 5

<b>REPORT TO:</b>	<b>COUNCIL</b> <b>29 MARCH 2021</b>
<b>SUBJECT:</b>	<b>CROYDON QUESTION TIME:</b> <b>PUBLIC QUESTIONS</b> <b>LEADER AND CABINET QUESTIONS</b>
<b>LEAD OFFICER:</b>	<b>Asmat Hussain,</b> <b>Interim Executive Director Resources and</b> <b>Deputy Monitoring Officer</b>
<b>WARDS:</b>	<b>ALL</b>
<b>CORPORATE PRIORITY/POLICY CONTEXT:</b> The business reports of the Leader and Cabinet are prepared in accordance with the Council Procedure Rules at Part 4A of the Constitution.	

## 1. EXECUTIVE SUMMARY

- 1.1 This report outlines the process for:
- public questions; and
  - questions to the Leader and Cabinet from Councillors.

## 2. BACKGROUND

- 2.1 Part 4A of the Constitution details the process that allows for the Leader and Cabinet Members to take oral questions. Question Time is split into two part; public questions and Councillors' questions to the Leader and Cabinet.

### Public Questions

- 2.2 Public questions can be asked of the Leader or Cabinet Members on issues of policy at the Meeting as set out within the Constitution Part 4A, Sections 3.12 – 3.15. Any questions of a purely factual or of a detailed nature that cannot be answered on the evening shall be noted and shall receive a written response within three weeks following the meeting. The responses shall be published on the Council's website.
- 2.3 Public Questions shall only be taken at Ordinary Council meetings and shall be allocated a total time of 30 minutes. This timeframe shall include both the questions and responses by the relevant Cabinet Members or Leader.
- 2.4 The Mayor has absolute discretion to decline to allow any question to be dealt with under this procedure on the grounds that it addresses matters that would be inappropriate to consider at the meeting, including where the questions being asked are repetitive or have already been addressed.

- 2.5 Following advice from the Government and Public Health England to enforce social distancing and prevent the spread of Coronavirus, the Council is holding public meetings in the Town Hall under strict conditions to limit the risk of all those attending public meetings. As a result, attendance in the public gallery is limited to 10 persons and any residents wishing to ask questions in person are encouraged to register their attendance in advance to avoid disappointment.
- 2.6 However, in accordance with Part 4A, paragraph 3.15(ii), the Mayor may also accept questions from Members of the Public submitted by email to the designated email address by 12 noon on the Friday prior to an ordinary Council meeting. The Mayor will put questions received by email to the Leader or the relevant Cabinet Member and, where a number of questions are received on the same subject, the Mayor may put a summary of those questions instead.

**Leader and Cabinet Questions:**

- 2.7 This item is to enable Members to ask questions of the Leader and Cabinet on issues of policy. Any questions of a purely factual or of a detailed nature that cannot be answered on the evening shall be noted and shall receive a written response within three weeks following the meeting. The responses shall be published on the Council's website.
- 2.8 Questions which relate to a current planning or licensing matter or any matter relating to an individual or entity in respect of which that individual or entity has a right of recourse to a review or right of appeal conferred by or under any enactment shall not be permitted. In addition, questions shall not be received or responded to where they pertain to anticipated or ongoing litigation, conciliation or mediation or any employment or personnel related issues or disputes.
- 2.9 The Leader shall be the first to respond to questions under this item and the total time allocated to questions by Members to, and responses from the Leader, shall be 15 minutes. The first two minutes of the Leader's 15 minute slot may be used by the Leader to make any announcements.
- 2.10 Cabinet Members, divided up into three 'pools' of three Members each, shall thereafter respond to questions by other Members of the Council. The total time allocated to each 'pool' of Cabinet Members shall be 30 minutes. The three Cabinet Members shall each be permitted to use two minutes of this 30 minute slot to make announcements.
- 2.11 The 'pools' for this meeting will be as follows:

**Pool 1**

<b>Name</b>	<b>Portfolio</b>
Oliver Lewis	Cabinet Member for Culture & Regeneration
Alisa Flemming	Cabinet Member for Children, Young People & Learning
Janet Campbell	Cabinet Member for Families, Health & Social Care



## Pool 2

Name	Portfolio
Patricia Hay-Justice	Cabinet Member for Homes
Manju Shahul-Hameed	Cabinet Member for Communities, Safety & Business Recovery
Muhammad Ali	Cabinet Member for Sustainable Croydon

## Pool 3

Name	Portfolio
Stuart King	Deputy Leader and Cabinet Member for Croydon Renewal
Callton Young	Cabinet Member for Resources & Financial Governance

- 2.12 Representatives of political groups may give advance notice to the Council Solicitor by 12 noon on the Friday preceding an ordinary Council Meeting, the names of the first two Members of their respective political group that they wish the Mayor to call to ask a question of each Member of the Cabinet, including the Leader of the Council.
- 2.13 After those Members have been called, the Mayor will call Members that indicate they have a question, with a presumption of inviting questions from as many different Members as possible. Each Member asking a question will also be allowed to ask a supplementary questions.

---

**CONTACT OFFICER:** Cliona May  
Senior Democratic Services and Governance Officer –  
Council & Regulatory

**BACKGROUND DOCUMENTS:** None

This page is intentionally left blank

<b>REPORT TO:</b>	<b>COUNCIL</b> <b>5 JULY 2021</b>
<b>SUBJECT:</b>	<b>MEMBER PETITIONS</b>
<b>LEAD OFFICER:</b>	<b>Stephen Rowan, Head of Democratic Services and Scrutiny</b>
<b>WARDS:</b>	<b>ALL</b>
<b>CORPORATE PRIORITY/POLICY CONTEXT:</b> This report is prepared in keeping with paragraphs 3.26 to 3.31 of the Council Procedure Rules at Part 4A of the Constitution.	

## **1. RECOMMENDATIONS**

- 1.1 The Council is asked to note the petitions presented by Councillors at the meeting as listed in paragraph four of the report.

## **2. EXECUTIVE SUMMARY**

- 2.1 In accordance with Part 4A of the Council's Constitution up to three Members of the Council can present petitions to any ordinary meeting of the Council, with the exception of any meeting of the Council reserved for the setting of Council Tax.

## **3. BACKGROUND**

- 3.1 Part 4A of the Constitution allows up to three Councillors to present petitions to meetings of the Full Council.
- 3.2 The Constitution requires that a petition must contain "the signatures of at least 100 local people or 50% of the local people affected by the subject" in order to be presented at a Council meeting.
- 3.3 The full petition wording of each of the three Member petitions to be received will be included in the Council agenda (see paragraph four below). The Member petitions will be received but shall not be the subject of a debate or questions at that or a subsequent Council meeting.
- 3.4 Where possible, the Cabinet Member shall provide a response at the Council meeting at which the Member's petition is received. Where a response is not

provided at the meeting, a written response shall be provided within three weeks of the meeting.

#### **4. PETITIONS TO BE PRESENTED TO COUNCIL AT THIS MEETING**

4.1 The Monitoring Officer has received notice of the following petitions to be presented to this meeting of the Council:

a) Petition presented by **Councillor Margaret Bird** on behalf of residents:

*'We the undersigned residents of Court Avenue and Tudor Close Old Coulsdon, call on Croydon Council to act in OUR interests to reduce the speeding and extra traffic our road has suffered since the introduction of the School Streets scheme on Keston Avenue before there is a major accident. Parked vehicles have already suffered damage.'*

b) Petition presented by Councillor Karen Jewitt on behalf of residents:

*'We the undersigned request that Croydon Council scrap their plans to dispose of 195 sq m of land around Heath Lodge'*

#### **5. NEXT STEPS**

5.1 Where possible the Cabinet Member will respond to the petition at the meeting.

5.2 Where a more detailed response is required, a written response shall be provided within three weeks of the meeting.

---

**CONTACT OFFICER:** Cliona May  
Senior Democratic Services and Governance  
Officer – Council & Regulatory

**BACKGROUND DOCUMENTS:** None

<b>REPORT TO:</b>	<b>COUNCIL</b> <b>5 JULY 2021</b>
<b>SUBJECT:</b>	<b>ANNUAL REPORTS</b>
<b>LEAD OFFICER:</b>	<b>STEPHEN ROWAN, HEAD OF DEMOCRATIC SERVICES AND SCRUTINY</b>
<b>WARDS:</b>	<b>ALL</b>
<b>CORPORATE PRIORITY/POLICY CONTEXT:</b>	
This report is prepared in keeping with paragraphs 3.42 – 3.49 of the Council Procedure Rules at Part 4A of the Constitution.	

<b>1.</b>	<b>RECOMMENDATIONS</b>
1.1	The Council is asked to receive and consider the Annual Reports presented at the meeting as listed in paragraph four of the report.

## **2. EXECUTIVE SUMMARY**

- 2.1 In accordance with Part 4A of the Council’s Constitution, Council can receive Annual Reports from Committees. The Constitution also prescribes how these Annual Reports are treated by Council.

## **3. PROCEDURE FOR ANNUAL REPORTS**

### Scrutiny Annual Report

- 3.1 In accordance with para 3.43 of Part 4A of the Council’s Constitution, the overall time, which may be devoted to questioning the Annual Report of the Scrutiny and Overview Committee, shall be not more than 20 minutes. The Chair of the Committee (or in the absence of the Chair, the Deputy Chair) and the Chairs of each Sub-Committee shall introduce and answer questions on the Report. The Chair of the Committee shall have not more than 3 minutes’ speaking time and the Chairs of each Sub-Committee shall each have not more than 3 minutes’ speaking time to introduce the report.
- 3.2 For the remaining time available, the report will be open to questions.
- 3.3 Any Member, except the Secunder of the Report, may ask the Chair, Deputy or Vice Chair, as appropriate, not more than two questions on each paragraph of the Report.

### General Purposes and Audit Committee Annual Report

- 3.4 In accordance with para 3.47 of Part 4A of the Council’s Constitution, the overall time which may be devoted to question the General Purposes and Audit Committee Annual Report shall be not more than 10 minutes. The

Chair of the Committee (or in absence of the Chair, the Vice-Chair) shall introduce and answer questions on the report. The Chair of the Committee shall not have more than 3 minutes speaking time to introduce the report.

- 3.5 For the remaining time available, the report will be open to questions.
- 3.6 Any Member, except the Secunder of the Report, may ask the Chair or Vice- Chair, as appropriate, not more than two questions on each paragraph of the report.

#### **4. ANNUAL REPORTS TO BE PRESENTED TO COUNCIL AT THIS MEETING**

- 4.1 Scrutiny & Overview Committee 2020-2021; and
- 4.2 General Purposes & Audit Committee 2020-2021.

---

<b>CONTACT OFFICER:</b>	Cliona May Senior Democratic Services and Governance Officer – Council & Regulatory
<b>APPENDIX 1:</b>	Scrutiny & Overview Committee 2020-2021
<b>APPENDIX 2:</b>	General Purposes & Audit Committee 2020-2021
<b>BACKGROUND DOCUMENTS:</b>	None

# SCRUTINY ANNUAL REPORT 2020-21

## **Introduction**

### **Chair of the Scrutiny & Overview Committee and Health & Social Care Sub-Committee**

#### **Councillor Sean Fitzsimons**

This last year has been one of the most challenging years in Croydon Council history, and the work this generated is reflected in the last year's work programme. Over 1000 Croydon residents have died due to the Covid-19 Pandemic, with severe curtailing of public services and economic activity. At the same time, the Council has gone through significant financial turmoil with the Council's Section 151 Officer twice issuing a Section 114 Notice, and the External Auditor publishing a Report in the Public Interest over the Council finances and council-owned companies such as Brick by Brick, which resulted in the change of both the political and executive leadership of the Council. In addition, in March 2021, the ITV News report on the long-term disrepair and neglect of homes at the Regina Road exposed the Council's failings regarding its responsiveness and customer care.

The October 2020 Report in the Public Interest criticised all parts of the Council, including the actions of the Scrutiny Committee. The events of the last year have been a humbling experience, and the role as Chair is to ensure that we learn from this and improve the Council's governance arrangements to ensure more effective oversight in future.

The events of the last year show that Croydon Council faces several immense challenges over the next year. These include overhauling its current structures, setting up more effective control systems, and delivering a budget that ensures sustainable and safe services, with a renewed emphasis on customer care. Since October 2020, our work programme reflects these priorities and will continue to do so into 2021/22.

Scrutiny accepts that it needs to change if it is to carry out its governance role more effectively. In April 2020, the Scrutiny & Overview Committee asked the Centre for Governance and Scrutiny (CfGS) to review Croydon's scrutiny function. The Council had recently completed a Governance Review, and the cross-party group of scrutiny chairs felt that Scrutiny function could benefit from a review by an external professional organisation. The CfGS Report came to a meeting of the Scrutiny & Overview Committee on 30 March 2021. Their report incorporated lessons learnt from the Report in the Public Interest and ensured their recommendations supports the actions set out in the Council's Renewal Plan.

At the 30 March 2021 meeting, the Scrutiny & Overview Committee accepted the CfGS findings and their 13 recommendation. It further agreed to the CfGS suggestion that Scrutiny prioritises three recommendations designed to support the stabilisation of the authority and deliver a balanced budget in 2021/22, particularly in Adult Social Care and Children Services. We are grateful for the support the CfGS has provided to Scrutiny in developing our 2021/22 work programme. Our future



work programme includes a commitment to consider the voice of service users, carer/parents, and front-line workforce when reviewing services.

As the Chair of Health and Adult Social Care Scrutiny Sub-Committee, this year's essential task is to ensure that the Council achieves a sustainable reduction in expenditure in line with the agreed 2021-22 Budget. We will also continue to scrutinise the integration of health and adult social care services and the post-pandemic recovery of health and social care services in Croydon. Both have been a critical feature of last year's work programme and will continue to be a significant feature this year.

Finally, I would like to express my thanks for our Democratic Services Scrutiny Team's assistance and hard work and to thank the other Chairs of Scrutiny for their support and advice.

### **Chair of the Children & Young People Sub-Committee**

#### **Councillor Robert Ward**

No sooner had the Council recovered from the 'inadequate' judgement of its Children's Services in 2017, achieving a Good assessment in February 2020, than the world was struck by the pandemic and locally the Council was found to be financially inadequate. The external auditors in their Report in the Public Interest of October 2020 specifically pointed out the failure to address overspends in children's social care. The Children and Young People Scrutiny Sub-Committee has played its part in ensuring that the services delivered to Croydon's children are maintained and improved in the face of these twin challenges.

The pandemic necessitated a move to online meetings, which have been found to be very effective. It is likely that these will continue in some form even when face-to-face meetings are again permitted, not least because it reduces barriers to the participation of service providers and service users in our meetings.

For information on the many subjects covered in our meetings I commend this report.

I would also like to thank the members of the Sub-Committee for their hard work and the officers who supported us so well over the past year.

### **Chair of the Streets, Environment & Housing Sub-Committee**

#### **Councillor Leila Ben Hassel**

This year has been a difficult year for all, particularly for our staff who have gone above and beyond throughout the pandemic and then were faced with the aftermath of the council financial crisis dealing with increasing workloads, scarcer resources, juggling business as usual and additional work relating to the Improvement Plan. I would like to take this opportunity to thank all of our council staff, particularly our Scrutiny officers, Stephanie Davis and Simon Trevaskis, who have shown flexibility,

resilience and professionalism through the ever changing environment to support the work of the Streets Environment and Homes Sub-Committee.

The Report in the Public Interest has evidenced a lack of corporate governance and my focus this past year has been to champion access to data that underpinned decision making as well as ensuring that the determination of savings during the budget-setting process in the Place Department was robust and informed by benchmarking. Over the last municipal year, the Sub-Committee has covered a wide range of topics including the work of the Climate Crisis Commission, the Local Plan Review and the implications for Croydon of the government's proposed reform of the national planning system.

In times of crisis, there is a risk for any organisations to miss opportunities for radically transforming its services. Identifying opportunities to co-design with residents and the re-shaping of our provision is something I will ensure stays at the forefront of the Sub-Committee. This year's work programme will include the review of the South London Waste Partnership, management of our parks and green spaces, transport operators' post-covid plans but foremost there will be a focus on monitoring progress in the delivery of Croydon Renewal Plan. The Place Department has a track record of achieving its savings targets over the years so the focus in this coming year will not only be whether targets are achieved but monitoring the impact of these savings on the quality of services to our residents.

The incident at Regina Road has also brought to light a systemic failure to use tenants' feedback to drive continuous service improvement. Matters relating to housing will be a key component of this year's Sub-Committee work programme, working closely with the Tenants and Leaseholder Panel and the Tenants' Housing Scrutiny Panel. I will continue to ensure we enable greater participation of residents and stakeholders in work of the Streets Environment and Homes Sub-Committee.

I would like to thank all Sub-Committee members for their work and contributions over the past year and welcome new members appointed this municipal year, with whom I look forward to working with.

## Scrutiny and Overview Committee

The Scrutiny and Overview Committee directs the performance of all overview and scrutiny functions at the Council, including the development of procedures governing the operation of both the Committee and its Sub-Committees. It also has responsibility for scrutinising crime and disorder matters and flood risk management within the borough. The Committee will consider any call-in of Cabinet decisions other than those relating to education matters, which are heard by the Children and Young People Scrutiny Sub-Committee.

You can view the agendas, reports and minutes of this committee by clicking on the link: [www.croydon.gov.uk/meetings](http://www.croydon.gov.uk/meetings)

## Members of the Overview and Scrutiny Committee



**Cllr Sean  
Fitzsimons  
(C)**



**Cllr Robert  
Ward (VC)**



**Cllr Leila  
Ben Hassel  
(DC)**



**Cllr Jeet  
Bains**  
Until Nov 20



**Cllr Jerry  
Fitzpatrick**



**Cllr Oni  
Ovir**  
From Nov 20



**Cllr Joy  
Prince**

## Scrutiny & Overview Committee – Work Programme 2020-21

Throughout 2020-21 the work of the Scrutiny and Overview Committee has primarily been focussed on helping the Council respond to its financial challenges. This has included reviewing the action plan prepared in response to the Report in the Public Interest issued by the Council's external auditor, reviewing the action plan from the review of the Council's companies and reviewing in detail the budget proposals for 2021-22.

Another area of work that has dominated the Committee's work plan during the year has been responding to call-in requests. In total five separate call-in requests were received, three of which are outlined in further detail below. The other two call-ins considered by the Committee concerned decisions taken on a Parking Charges Review – January 2021 (7 January meeting) and the closure of the Virgo Fidelis Convent Senior School (4 February meeting).

At its meeting on 30 March, the Committee was presented with the findings from the Scrutiny Improvement Review conducted by the Centre for Governance and Scrutiny. The review was initially commissioned by the Committee in March 2020 to accompany the wider review, but had been delayed to ensure that full account could be taken of the issues raised by Report in the Public Interest. Further information on the review is also provided below.

What follows below is a short summary of the highlights from the year, but for those who would like more information, full sets of agendas and minutes for each meeting

can be found on the Council's website at the following link [Scrutiny & Overview Committee – Agendas & Minutes](#)

### **Call-In: Key Decisions set out in Cabinet Reports 'Responding to the Local Government Funding Challenge' and 'July Financial Review' (25 August 2020)**

In light of concerns about the size of the financial challenge facing the Council, it was agreed by the Committee that the key decisions set out in two separate Cabinet reports on the Council's finances would be called-in to allow for further scrutiny. The meeting of the Scrutiny & Overview Committee to review these decisions was held on 25 August 2020.

At the meeting the Committee questioned the advice of the Council's Section 151 Officer regarding the Council's financial challenges, with assurance unable to be given on the delivery of the 2020-21 budget. The Committee was particularly interested to find out the reasons why this advice had changed since the Cabinet meeting in July. It was accepted that the uncertainty created by the covid-19 pandemic was having a significant impact on the Council's budget, which meant it was increasingly likely a Section 114 notice would need to be issued. The Committee welcomed the frank assessment of the Council's financial situation given by the Section 151 Officer and agreed that greater financial scrutiny was needed going forward to ensure greater fiscal responsibility was being taken across the Council.

Although the Committee concluded that no further action was needed, concern was raised that the funding gap could not be met by in-year savings and use of balances, and would only be met through the provision of additional Government support, in conjunction with the robust savings programme being developed.

### **Report in the Public Interest - Action Plan (8 December 2020)**

Following the publication of the Report in the Public Interest (RIPI) by the Council's external auditor, which highlighted significant issues relating to the Council's finance and governance processes, an action plan was developed to address these findings. The Committee had the opportunity to review this action plan at its meeting on 8 December 2021.

In reviewing the action plan the Committee made 25 recommendations relating to the actions contained in the report, including requests for additional training for Members on various aspects of the Council's budget and the approach to risk. The Committee also recognised that greater clarity was needed to define the role of both Scrutiny and Audit.

Overall the Committee concluded that the action plan was a robust piece of work, especially when considering the time frame available for its preparation. Although the ambition displayed in the action plan was commendable, it was recommended that a system of prioritisation be used to ensure the plan could be delivered within the capacity constraints on the Council.

## **Strategic Review of Companies – Action Plan (21 December 2020)**

In addition to the action plan for the RIPI, the Committee also had the opportunity to review an action plan created to address issues raised by a Strategic Review of the Council's Companies undertaken by PwC.

From this review, the Committee concluded that a lack of governance and appropriate management systems was a reoccurring theme in both the Strategic Review and the RIPI. In total the Committee made 24 recommendations on the action plan, most notably that achieving value for money should be the guiding principle in any future relationship with the Council's companies.

On a similar theme the Committee welcomed the confirmation that a 'fire sale' of Council assets to raise funds was not planned. The Committee recommended that any future disposal of assets needed to be informed by a detailed assessment of the asset to ensure best value for money was obtained.

## **Call-In: Emission Based Parking Charges (7 January 2021)**

At its meeting on 7 January 2021 the Scrutiny & Overview Committee reviewed a call-in request made on a key decision to introduce emission based parking charges.

Although the Committee in principle supported the introduction of emission-based parking charges, there was significant concern about the potential impact it would have upon the local economy in district centres across the borough. As it was concluded there was not enough evidence to determine whether there was sufficient mitigation available to offset the introduction of the new charges, the Committee concluded that it would refer the decision to the Cabinet for reconsideration. The ground for making this referral asked that further consideration be given to retaining the free parking bays, which would have been lost under the original decision.

When the decision was reconsidered by the Cabinet, it was agreed that the existing free parking bays would be retained in district centres for the foreseeable future.

## **Budget 2021-22 (16 February 2021)**

In a change to the usual approach to budget scrutiny, prior to the Committee meeting on 16 February 2021, the three Scrutiny Sub-Committees met to review the budget proposals for the areas covered under their respective remits. The conclusions from these meetings were then fed into the discussion of the Committee on 16 February.

From the reassurance provided by the Leader, Cabinet Members and officers at the meeting, the Committee was hopeful that robust financial control systems would be put in place to help with the delivery of 2021-22 budget. However, given that similar assurance had been given in previous years, which in hindsight had been optimistic at best, there remained serious concerns that could only be allayed through the actual delivery of the budget.

In particular, there was concern about the deliverability of the Adults and Children's Social Care budgets, especially as the savings targeted a reduction in the number

adults and children in the care system. To ensure there was not an adverse impact upon care receivers, it was agreed that both the budget and performance of these services would be regularly monitored by their respective Scrutiny Sub-Committees in the year ahead.

The Committee recognised that there may be unintended consequences arising as a result of any savings and agreed that further thought needed to be given on how this would be picked up through the corporate monitoring process. It was also agreed that the potential impact upon the workload of staff would need to be closely monitored corporately.

### **Call-In: Crystal Palace & South Norwood Low Traffic Neighbourhood (23 March 2021)**

At its meeting on 23 March 2021 the Scrutiny & Overview Committee reviewed a call-in request that had been submitted on the key decision to implement an experimental Low Traffic Neighbourhood scheme in Crystal Palace and South Norwood. To inform their consideration of this item, the Committee received representations from the London Borough of Bromley and local community groups both for and against the scheme.

At the meeting the Committee questioned the Cabinet Member and officers extensively on the reasons for introducing the scheme, and queried whether there was sufficient evidence to demonstrate the environmental benefits of low traffic neighbourhood schemes. However, the Committee acknowledged that a benefit of using an experimental scheme was that it would allow the Council to gather data to indicate whether it had been effective or not.

Having considered the representations made at the meeting, along with the answers provided to their questions, the Committee concluded that it had a number of concerns about the delivery of the experimental scheme that needed further consideration before it commenced. As such, it was agreed that the decision would be referred to Cabinet for reconsideration to address concerns relating to areas such as the base evidence to be used, the success criteria for the scheme, mitigation available in the event of a negative impact on surrounding areas and consultation and engagement with stakeholders. This referral is due to be considered by Cabinet in June 2021.

### **Scrutiny Improvement Review (30 March 2021)**

At its meeting on 30 March 2021 the Scrutiny & Overview Committee was presented with a report from the Centre for Governance and Scrutiny (CFGs) outlining the findings from their review of scrutiny in Croydon. The review had initially been commissioned by the Scrutiny & Overview Committee in March 2020 and had been due to complete in the autumn of 2020. However, when the RIPI was published by the Council's external auditor in October 2020, completion of the review was delayed to ensure that account could be taken of the concerns raised about scrutiny in the RIPI and other reviews conducted as a result of the RIPI.

When considering the report the Committee commended its quality and agreed that the findings had highlighted their own areas of concern, with issues such as access to information being longstanding concerns for scrutiny members. The report set out thirteen recommended areas for improvement, which the Committee accepted and agreed would be used as a basis for an improvement programme going forward. The initial priorities for the improvement programme were identified as ensuring scrutiny could play an immediate role in the financial recovery of the Council, ensuring scrutiny was provided with the right information to undertake its role successfully and ensuring there was a proper process in place to coordinate the scrutiny work programme.

It was confirmed that CFGS would continue to work with the Council on the delivery of the recommendations arising from the Scrutiny Improvement Review. The Committee welcomed the continued support of CFGS, along with confirmation that the support would be provided without cost to the Council. It was agreed that a follow-up report would be brought to the next meeting of the Committee on 15 June 2021 to provide more information on the delivery of the recommendations.

## Children and Young People Scrutiny Sub-Committee

The Children and Young People Scrutiny Sub-Committee scrutinises key issues affecting children and young people in the borough as well as the services provided by the Council and its partners. It has the power to scrutinise the functions of the Council as a Local Education Authority and examine the Dedicated Schools Grant on a yearly basis.

You can view the agendas, reports and minutes of this Sub-Committee by clicking on the link: [www.croydon.gov.uk/meetings](http://www.croydon.gov.uk/meetings)

### Membership



**Cllr  
Robert  
Ward (C)**



**Cllr Sean  
Fitzsimons  
(VC)**



**Cllr Jamie  
Audsley**



**Cllr Sue  
Bennett**



**Cllr Jerry  
Fitzpatrick**



**Cllr  
Bernadette  
Khan**



**Cllr Helen  
Pollard**



**Cllr  
Louisa  
Woodley**

**Josephine  
Copeland**

Teacher  
Rep

**Elaine  
Jones**

Catholic  
Diocesan  
Rep

**Leo  
Morrell**

Diocesan  
Rep

**Paul  
O'Donnell**

Parent  
Governor  
Rep

### Children & Young People Sub-Committee Work Programme 2020-21

The 2020-21 work programme of the Sub-Committee was primarily focussed on the Children's improvement journey following the re-inspection of the service by Ofsted in February 2020. As a result of the covid-19 pandemic, the work programme had to be amended to ensure that children and young people were safeguarded throughout the unprecedented times facing the borough and country.



Focus in the latter part of the municipal year turned to the Children's budget, due to the Council's financial position, with the impact of savings upon the service and recovery proposals scrutinised in detail. Through the work of the Sub-Committee, recommendations were made on a range of items that were critical to the lives of young people in Croydon.

What follows below is a short summary of the highlights from the year, but for those who are interested to find out more, full sets of agendas and minutes for each meeting can be found on the Council's website at the following link [Children & Young People Sub-Committee – Agendas & Minutes](#)

### **Emotional Well Being and Mental Health Service**

At its meeting on 23 June 2020 a report was received from voluntary services as well as the South London and Maudsley NHS Foundation Trust (SLaM) on the services they provided and changes made to delivery as a result of the covid-19 pandemic.

The Committee learnt that in the voluntary sector, face to face contact had been suspended during lockdown, although following reconfiguration, many aspects of these services had been able to continue using online means of access. Both staff and young people had adapted well to this new approach, which meant that resources could be appropriately distributed. As a result of these changes, there had been more contact with parents, young people and their guardians. SLaM had continued face to face interactions where necessary for high risk, crisis and inpatient services.

The dedication and commitment of the staff providing these services during the pandemic was commended. It was also recognised that the use of technology to find innovative ways to increase accessibility to services was a benefit that had arisen from the pandemic.

### **Childrens Improvement Plan Update**

The Sub-Committee was presented with the revised Children's Improvement Plan following the Ofsted standard inspecting local authority children's services (ILACS) inspection of Early Help and Children's Social Care where the service had been given a judgement of 'Good'. The improvement made since the last inspection in 2017 was noted and the hard work and dedication of the leadership and staff was commended.

The Sub-Committee agreed that it must continue to hold the executive to account, to maintain line of sight over service delivery and provide robust challenge whenever necessary to ensure that high levels of performance continued to be maintained.

### **Children's Services Response to Covid 19**

Following lockdown in March 2020, the Sub-Committee had its first opportunity to receive detailed information on the Council's response and support for vulnerable children.

The Sub-Committee commended the innovative and collaborative response by children's services, schools, community and voluntary groups in supporting the young people and families in the Borough.

Members and officers were united in their concern over the potential disproportionate impact of the pandemic on vulnerable sections of the community. The Sub-Committee was clear that officers needed to have explored in detail how to ensure appropriate support would be provided to children who had experienced neglect in advance of school reopening in September 2020.

### **Children's Social Care and Education Dashboards**

Throughout the municipal year, the Sub-Committee received the performance dashboards it had requested following the revision of the Children's Improvement Plan 2021. This allowed the Sub-Committee to have continued oversight of performance of the service and provided the ability to spot any emerging trends for further investigation.

The data provided in these dashboards continued to be refined over the year, in response to concerns that there was a lack of consistency in the way that information was provided. It was agreed that the programme director would design the dashboard to be more streamlined, in order to minimise the level of resources required to produce similar dashboards for different purposes.

From the outset the Chair of the Sub-Committee had requested a set of diagnostic indicators be presented at each meeting to enable Members to identify areas for further scrutiny which would shape future work programming.

It was also agreed that it was important to have access to benchmarking tools such as LG Inform to enable comparison and analysis of performance data in local regional and national context.

### **Safeguarding Children's Board Annual Report**

At its meeting of 3 November 2020 the Sub-Committee received the annual report from the Safeguarding Children's Board, with the Chairs of the Board in attendance as well as representatives from the partnership. However there was disappointment that there was no representation from the Police, who made up one third of the partnership.

The Sub-Committee raised concern about the level of antenatal and health visits in the borough, which were significantly lower than the rest of London, and had been an area of concern for a number of years. Members were not satisfied that rapid action was being taken to address the issues involved and it was agreed that a report specifically focussed on this issue would be brought before the Sub-Committee to discuss the points raised, with reassurance sought that action was being taken to make radical improvements to the service.

The Sub-Committee challenged the effectiveness of the partnership, in particular in fulfilling its function to support neglected children, as it was evidenced that their

targets had only been partially met. There was also reference made to the lack of evidence to demonstrate there had been adequate communication with and an understanding of the experience of children in disability groups. As a result, it was requested that further detail be provided on what actions were being taken to address these outcomes.

### **Blended Learning Overview**

The Sub-Committee had the opportunity to scrutinise the blended learning process and were joined by a panel of school head teachers who were able to provide insight on how the process was being managed in individual schools and the different provision across the borough.

It was agreed that this item be brought to the Sub-Committee for further discussion following the meeting of 15 September 2020, where an update on the reopening of schools was provided. At that meeting there had been concerns raised on what the recovery curriculum would look like in different schools and the development of blended learning plans

Members were keen to learn about the different methods adopted by schools to ensure that learning continued to be delivered for children and young people despite the current climate.

The Sub-Committee was reassured by the innovative use of resources and by the dedication and tireless effort of staff working within schools as well as the education directorate to provide learning to pupils. The innovative use of technology was commended and the data on the level of engagement was positive and reassuring.

Challenges and barriers experienced by schools were reviewed and included the provision of devices for virtual learning and strengthening parental skills, knowledge and ability to support their children's learning. The Sub-Committee identified the inequality of the attainment gap as a direct result of the pandemic as a key concern and recommended work to explore different ways of close the gap should be made a priority.

### **Service Impact and Response to Budget Reduction**

As a result of the S114 notice and the Council's savings plans to balance its budget, it was decided that a report would be brought to each meeting on the budget for Children's Services from January 2021.

The Sub-Committee questioned whether the Council's spending would be reduced to a statutory minimum, but reassurance was given that the proposals do not require services to be reduced to this level. However, the proposals detailed what action would have to be taken in the event that the Council received a minimum statutory offer from the Ministry for Housing Communities and Local Government.

The Sub-Committee agreed it was essential that any savings proposals were not only based on service delivery, but that voices of services users continued to be central to provision.

Additional reassurance was sought on the preparation of detailed alternative plans in the event of more extensive cuts. Of particular concern was the potential impact a reduction in Early Help provision may have on schools. It was recommended that the Executive Leadership Team give careful consideration to the risks arising should approval not be given to the capitalisation direction.

There was also concern about the retention of core skills during any reconfiguration of services in light of the ongoing challenges. This was especially concerning given the historic difficulties experienced with recruitment and retention of good quality staff.

### **Education Budget**

The Sub-Committee received the annual report on the Education Budget, which detailed an overall national schools funding increase for 2021/22 and 2022/23. There was also an increase to the Dedicated Schools Grant allocation but the High Needs Overspend remained an area of priority and was still being addressed.

The Sub-Committee had concern about the deficit created through the closure of two schools in the borough which would fall on the General Fund. Members were not reassured about the Council's ability to close the gap on the deficit and agreed to continue to maintain a watching brief on this issue.

### **Higher Education Journey of Croydon Residents**

For the first time, the Sub-Committee received a detailed report with data that had been collected and confirmed by officers over a number of years on the higher education journey of Croydon residents as well as the whole of London.

The Sub-Committee agreed that the information provided in the report was beneficial due to the comparative data included as well as inequalities it highlighted. It was agreed that the report contained valuable information on achievements and educational choices of young people in the Borough which would be useful to draw out possible subjects for further scrutiny in future work programmes.

## Health and Social Care Scrutiny Sub-Committee Annual Report

The Health and Social Care Scrutiny Sub-Committee scrutinises the work of local healthcare organisations and social care services provided to adult residents of the borough. It also, in conjunction with neighbouring local authorities, investigates and responds to emerging health and social care issues and changes affecting more than one borough.

You can view the agendas, reports and minutes of this Sub-Committee by clicking on the link: [www.croydon.gov.uk/meetings](http://www.croydon.gov.uk/meetings)

### Members of the Health & Social Care Sub-Committee



**Cllr Sean  
Fitzsimons(C)**



**Cllr Andy  
Stranack  
(VC) until  
Nov 20**



**Cllr  
Richard  
Chatterjee  
(VC) from  
Nov 20**



**Cllr Pat  
Clouder**



**Cllr Jerry  
Fitzpatrick**



**Cllr Steve  
Hollands  
from Nov  
20**



**Cllr  
Andrew  
Pelling**



**Cllr Scott  
Roche  
until Nov  
20**



**Gordon  
Kay  
Healthwatch  
Co-optee**

### **Health & Social Care Sub-Committee Work Programme**

As would be expected in a year of global disruption caused by the covid-19 pandemic, the work of the Health & Social Care Sub-Committee has primarily focussed on the response provided locally to the pandemic. In the first half of the year the Sub-Committee paid close attention to the initial emergency response to the pandemic. The focus has changed since the New Year, with scrutiny of the vaccination programme and the recovery of services taking precedence.

Given the budgetary pressure being experienced by the Council, the other main focus for the Sub-Committee was the budget for Adult Social Care services, with reports received at a number of meetings providing an update on the current budget position and the development of savings proposals for 2021-22. It has been agreed

that regular scrutiny of the Adult Social Care budget will continue to be a primary focus for the Sub-Committee in 2021-22, in order to ensure that the proposed budget remains on track for delivery.

Apart from scrutinising the response to covid-19 and the Council's budget challenges, the other main item scrutinised by the Sub-Committee was the opportunity to review the draft Autism Strategy before it was considered by the Cabinet.

What follows below is a short summary of these highlights from the year, but for those who are interested to find out more, full sets of agendas and minutes for each meeting can be found on the Council's website at the following link [Health & Social Care Sub-Committee – Agendas and Minutes](#)

### **Covid-19: Pandemic Response & Vaccination Programme**

Throughout the year the Sub-Committee has received updates at each of its meetings on the ongoing response in the borough to the covid-19 pandemic. During this time, the Sub-Committee continued to be highly impressed by the commitment of staff in the NHS, Social Care and Public Health who had continued to provide vital services, despite the often difficult circumstances and challenges created by the pandemic

Although it was recognised that services in Croydon had performed well during the pandemic, especially in regards to managing the spread of covid-19 in care settings, the Sub-Committee continued to raise concerns when these were identified. These included the lack of pace in expanding testing capacity in the borough, although it was recognised that this was outside the control of the Council. The Sub-Committee repeatedly emphasised the need for an increasing granularity of data on areas such as testing to help coordinate the pandemic response.

The Sub-Committee also had concerns about how the pandemic was impacting upon care packages and sought reassurance that measures were in place to safeguard individuals who accepted reduced care packages. Reassurance was given that people had only been contacted about the possibility of reducing care packages as a contingency measure and in actual fact only a small number of people had needed to reduce their care, with any reduction carefully managed with families.

The Sub-Committee agreed that it was important to learn lessons from the delivery of the pandemic response and has suggested that areas such as the shielding system and hospital discharges should be reviewed to identify possible improvements that can be used in the event of further waves of the pandemic.

### **Covid-19: Vaccination Programme**

Following approval for the roll out of vaccinations to the general public in late 2020, the focus of the Sub-Committee turned to the local vaccination programme. In the early stages, it was clear that the success of the programme would be determined by

the availability of vaccine supplies. Thankfully the availability of the vaccines has improved as the programme has progressed.

A key concern of the Sub-Committee, that it continues to monitor, was vaccine hesitancy and engagement with harder to reach groups. The Sub-Committee was reassured that work was ongoing both locally and nationally to understand the reason for vaccine hesitancy. It was agreed that the Sub-Committee would keep a watching brief on the vaccination programme to gain reassurance that the work to engage with hard to reach groups was having the desired impact.

The Sub-Committee commended the work to vaccinate care homes as a priority and agreed that the management of infection in that environment had been excellent.

### **Adult Social Care Budget**

In light of the ongoing financial challenges facing the Council, the Sub-Committee had a number of updates provided throughout the year on the Adult Social Care budget. It was recognised that there was a number of big challenges in delivering a balanced budget for Adult Social Care, which was likely to have the biggest impact for those in receipt of care in the 18-65 age groups.

From its review of the budget setting process, the Sub-Committee welcomed the use of comparative data to design a realistic savings programme. However, given there was a history of not achieving budgets, its deliverability would need to be tested and monitored throughout the forthcoming year. As part of this, it was agreed that a deep dive on commissioning would be included in the work programme for 2021-22.

Although it was concluded the savings programme presented to the Sub-Committee seemed to address the budget deficit and identified further savings, it was also agreed that it was difficult to make any definitive judgement on the likelihood of it being delivered. If the budget was going to be delivered, it was essential that a robust system of ongoing monitoring was put in place to provide greater budgetary control. Monitoring was also essential to understand the impact on residents from the changes to prevent creating further issues in the future.

### **Autism Strategy**

At its meeting on 9 March the Sub-Committee had the opportunity to review the draft Autism Strategy prior to its consideration by the Cabinet. To help inform the discussion on this item members of the Autism Partnership Board were invited to the meeting to share their own experiences of autism services in the borough.

From the discussion at the meeting, the Sub-Committee welcomed the broad commitment from both the Council and its partners to the Autism Partnership Board and the creation of the Autism Strategy. The Sub-Committee suggested that the Board should consider engaging with Healthwatch Croydon to inform its work going forward. It also supported the need to improve data collection around autism.

The Sub-Committee commended the work that had been undertaken to deliver the strategy and agreed that it would be useful to be updated on progress made with delivery at a future meeting.



## **Streets, Environment and Homes Scrutiny Sub-Committee Annual Report 2019/20**

The Streets, Environment and Homes Scrutiny Sub-Committee has a broad remit. It investigates services and issues relating to housing, public and private transport, Croydon's highways, waste management and environmental issues. In all its work, the Sub-Committee seeks to promote sustainability and to promote the health and wellbeing of Croydon's residents.

You can view the agendas, reports and minutes of this Sub-Committee by clicking on the link: [www.croydon.gov.uk/meetings](http://www.croydon.gov.uk/meetings)

### **Membership**



**Cllr Leila  
Ben  
Hassel (C)**



**Cllr  
Richard  
Chatterjee  
(VC) until  
Nov 20**



**Cllr Jeet  
Bains (VC)  
appt Nov  
20**



**Cllr Jamie  
Audsley**



**Cllr Luke  
Clancy**



**Cllr  
Stephen  
Mann**



**Cllr Vidhi  
Mohan**



**Cllr  
Caragh  
Skipper**

### **Streets, Environment & Homes Sub-Committee Work Programme 2019-20**

The Sub-Committee identified key work streams on the Climate Commission, the 'Planning for the Future' White Paper and the Local Plan Review. As a result of the Council's financial position, the latter part of the municipal year concentrated on the budget for the Place Service, including the potential service impact of any savings and recovery proposals. The work of the Sub-Committee has resulted in a range of recommendations made on a range of important topics.

What follows below is a short summary of the highlights from the year, but for those who are interested to find out more, full sets of agendas and minutes for each meeting can be found on the Council's website at the following link [Streets, Environment & Homes Sub-Committee – Agendas & Minutes](#)

## **Croydon Climate Crisis Commission**

To aid the Sub-Committee in its consideration of this item, the Leader of the Council, Cabinet Members and representatives from the Citizen's Assembly were invited to participate in the meeting. A key line of inquiry for the Sub-Committee was the pace of progressing the Commission, which was felt to be lacking since declaration of the emergency took place in 2019. There was an acknowledgement that there had been a lack of pace due to a number of different factors, not least the covid-19 pandemic which had severely impacted the services both locally and nationally.

It was agreed that as the climate crisis was such important issue, that political leadership should be shared by all Cabinet Members. The importance of stakeholders, community groups and residents in delivering the intended outcome of the being Carbon Neutral by 2030 could not be underestimated. The Sub-Committee welcomed confirmation that the Council remained committed to engagement with both the public and stakeholders despite difficulties presented by the covid-19 pandemic and steps were being taken to finalise a robust engagement plan informed by activities of the Commission.

Alongside the engagement and action plans, there were various activities taking place to maximise the use of local expertise, with ideas welcomed on how best to harness the potential of local action groups to contribute towards delivering work streams and projects as a way of counteracting financial pressures and alleviating the lack of resources.

Although there was criticism of the pace of activity, it was acknowledged that there has been a number of positive outcomes experienced as a direct result of the pandemic such as the opportunity to introduce a Low Traffic Neighbourhood scheme and further proposed changes to the transport network to support pedestrians and cyclists. It was agreed that a collective case needed to be made to both the Mayor of London and Central Government for increased investment in the green economy and jobs.

### **'Planning for the Future' White Paper**

The Sub-Committee received a report detailing the key elements of the White Paper published by the Government on 6 August 2020. The Sub-Committee was given the opportunity to discuss the implications of this paper upon the planning system in the borough, with the feedback given being used to inform the Council's response to the consultation.

One concern arising was the possibility that some of the ideas set out in the White Paper may not work as well in London boroughs as they may in other parts of the country. As such, the Sub-Committee agreed that it was important to present the case for Croydon and London, in order to allow consideration to be given to the implications of the new planning arrangements in the absence of London specific details in the proposals.

The challenge of producing, streamlining and implementing design codes to cover the whole borough was highlighted, in particular their restrictive nature and the lack of fluidity that they may present. The Sub-Committee welcomed the move to produce detailed guidance, as it would help ensure developers met good practice and adhered to strict guidelines.

The Sub-Committee also welcomed the proposed protection offered for parks and open spaces due to the importance of these spaces within local infrastructure, and to the community wellbeing of the borough and its residents. It was agreed that Councillors should be lobbying for greater protection of nature and natural spaces across the borough and country.

### **Staff Changes, Service Impact and Response to Budget Reductions**

The meeting of 2 February 2021 was attended by a large proportion of the Cabinet due to the Place Budget cutting across several portfolios.

The Place department was commended for having meeting its budget in recent years. In order to deliver targeted savings proposals going forward, it would require tighter budgetary control, frequent reviews of team structures and routine reviews of risk to ensure that any investment was having the intended impact. Although the proposals would have some impact upon staff, the focus would be on maximising income from external clients.

The Sub-Committee discussed its concerns about the deliverability of the savings proposed, which mainly arose from a lack of confidence on both an individual and organisational level due to previous experience which indicated there was cultural resistance to change. Reassurance was given that the track record of the Place department demonstrated that previous savings had been delivered and would continue to build on this reputation, with confidence placed in senior staff to deliver the savings required.

The Sub-Committee was reassured by the Cabinet Member for Culture and Regeneration that the Libraries consultation would be brought before scrutiny for discussion and that consideration would be given to the views of residents. Further reassurance was given that any ideas brought forward on community ownership or other models of operation that would be cost effective and/or cost neutral to the Council would be given careful consideration and supported where appropriate.

The Sub-Committee raised concern that some services such as Highways provided a reactive rather than preventative service, which officers acknowledged, advising that the service was being reviewed with different operating models being assessed for the potential benefits they could deliver.

Officers were confident that the proposals and savings identified would not reduce vital resources and policies in key statutory service areas and it was agreed that it was important for the department to continue monitoring all areas through its risk management processes, holding officers to account as needed.

## **Section 106 and Community Infrastructure Levy**

At its meeting of 16 March 2021, the Sub-Committee received a report detailing the background to the management of Section 106 and CIL, what income had been received and how this income had been allocated.

In order to ensure maintenance of the meaningful proportion of CIL, the Council's Infrastructure Finance Group had been established to manage and oversee the process for accessing funding for projects

The Sub-Committee discussed the approach used for the allocation of funds and it was agreed that there was a lack of engagement and participation in the process, which needed to be reviewed to create a process that better engaged community groups and residents in decision making. It was also suggested that consideration be given to Member representation on the Community Fund Panel to further inform decision making on the allocation of community funds.

## **Croydon Local Plan Review**

The meeting of the 16 March 2021 also included an extensive discussion on the Review of the Local Plan which was taking place in response to issues such as the housing crisis, declaration of the Climate Emergency in July 2019, the new London Plan 2021 and the need to align with the National Planning Policy Framework. The Strategy would consider growth, jobs, services, maximisation of current infrastructure and sustainable development.

The Sub-Committee highlighted the need for the Local Plan to be underpinned by a core principle of extensive engagement with key stakeholders, including local communities. It was also recommended that the review process should take account of ideas and feedback gathered from various events and consultations, as well as learning from best practice at other Local Authorities.

The importance of meeting sustainability objectives was discussed and it was agreed that the policy needed to be more specific on the adoption of emerging trends which could be beneficial for the future of the Borough.

# **General Purposes & Audit Committee**

## **Annual Report 2020/21**

## Foreword

It is my pleasure to bring to Full Council this annual report of the General Purposes and Audit Committee for 2020/2021. The report highlights the important work of the committee over the last year and I would like to thank the officers and auditors for all their input and advice.

During the course of the year the council's external auditor issued a Report In the Public Interest (RIPI) and the council's Section 151 Officer issued two successive S114 notices to ensure only essential spend. These reports have changed the focus for a number of areas that GPAC is responsible for. In addition, the COVID-19 pandemic has still been very much present.

An action plan to address the recommendations raised in the RIPI was developed and GPAC had the opportunity to review this in great depth. A series of recommendations were made by the committee to enhance the action plan and these, along with recommendations from the Scrutiny and Overview committee, were accepted by Cabinet and have been incorporated into the plan. GPAC will receive updates on progress with implementation and will have the opportunity to question officers.

In addition, GPAC has reintroduced the practice of conducting in depth sessions on key areas of risk, with relevant senior officers and cabinet members presenting and answering questions. The first of these was at the February meeting. To properly handle its significantly expanded workload the committee has moved from a cycle of 4 meetings per year to at least 10, with further additional meetings being added where necessary to properly address key issues before it.

The meetings have a diverse agenda which always makes sure we have an interesting meeting that covers a vast range of issues and gives members some knowledge of most departments across the Council.

Finally, I would like thank the committee members for their knowledge of the agenda, relevant questions and support to myself and my Vice Chair Cllr Stephen Mann. I would like to thank Stephen for his support during the year.



**Cllr Karen Jewitt - General Purposes & Audit Committee Chair**

## Introduction

1. The General Purposes & Audit Committee (the Committee) has a wide ranging brief that underpins the Council's governance processes by providing independent challenge and assurance of the adequacy of risk management, internal control including audit, anti-fraud and the financial reporting frameworks. It also deals with a limited number of matters not reserved to the Council or delegated to another Committee and related to a non-executive function. The Committee was formed in 2014, replacing the former Corporate Services Committee and the Audit Advisory Committee.
2. This report details the work of the Committee during 2020/21, outlining the progress in:
  - Internal Control;
  - Risk management;
  - Internal Audit;
  - Anti-fraud;
  - External Audit;
  - Financial reporting
3. Table 1 details the Committee Members during 2020/21. Members have a wide range of skills and bring both technical and professional experience to the role.

**Table 1: Members of the General Purposes & Audit Committee 2020/21**

<b>Member</b>	<b>Role</b>
Councillor Karen Jewitt	Chair
Councillor Stephen Mann	Vice-Chair
Councillor Jamie Audsley	Member
Councillor Jan Buttinger	Member
Councillor Mary Croos	Member
Councillor Steve Hollands	Member
Councillor Bernadette Khan	Member
Councillor Stuart Millson	Member
Councillor Tim Pollard	Member
Councillor Joy Prince	Member
Mr Muffaddal Kapasi	Non-Elected, non-voting Independent Member
Mr James Smith	Non-Elected, non-voting Independent Member

**Reserve Members:**

Councillors: Clive Fraser, Pat Clouder, Felicity Flynn, Nina Degrads, Patricia Hay-Justice, Jason Cummings, Ian Parker, Badsha Quadir and Simon Hoar

4. Independent non-voting Members play an important part in the deliberations of the committee and bring useful additional skills and external perspective. The committee would like to express its thanks to those people who have given of their time during the year to work alongside the elected Members.
5. This report details the work of the Committee in 2020/21.

**Internal Control**

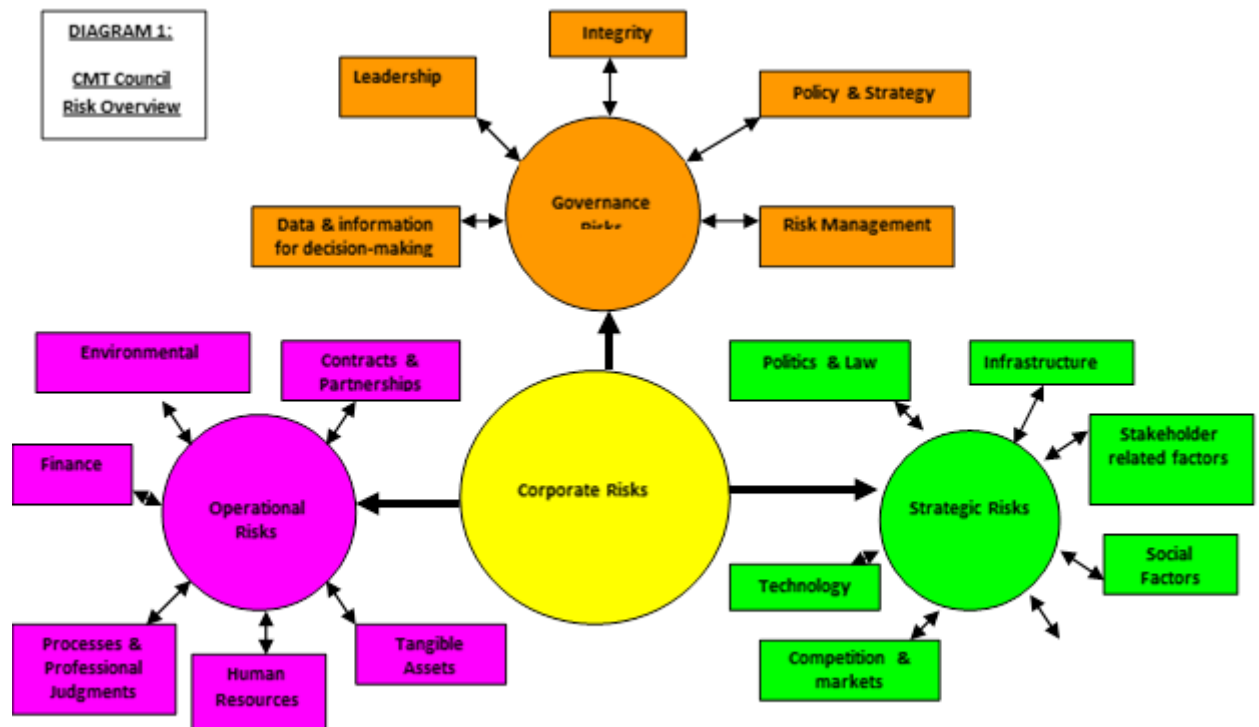
6. A pivotal role of the Committee is its work in developing the Council's internal control and assurance processes culminating in the Annual Governance Statement (AGS). The Accounts and Audit Regulations 2015 require the Council to review the effectiveness of its systems of internal control and publish the AGS each year alongside the financial statements. The information for the AGS is generated through the Council's Assurance framework (Appendix 1) including:
  - Risk management;
  - Internal Audit;
  - Anti-Fraud;
  - External Audit.
7. The Committee leads this review by receiving, at every meeting reports on these service areas.
8. To support its understanding of issues relating to internal control and to emphasise its commitment to a robust internal control environment, the committee invites officers to attend its meetings to give briefings in relation to strategic risks and what is being done to mitigate them. It also invites officers to give explanations where significant issues are identified through internal audits.

**Risk Management**

9. The Council has a formal risk management framework embedded that is modelled on best practice activities operated within all local authorities and other public sector organisations. This framework sets out the requirements and responsibilities for the management of risk for all employees and includes activities such as a quarterly review and reporting process for the Executive Leadership Team (ELT) and Department Leadership Teams (DLT) as well as to the Council's Governance Board. Risk reporting is delivered to every General Purposes & Audit Committee meeting either corporate rated 'red' risks or a 'deep dive' process on a specific identified 'high rated' risk. The



Council's key strategic risks are identified, recorded and reviewed continuously via the risk team to ensure integration between the risk management framework and the strategic, financial and performance management frameworks using the reporting framework detailed in Diagram 1.

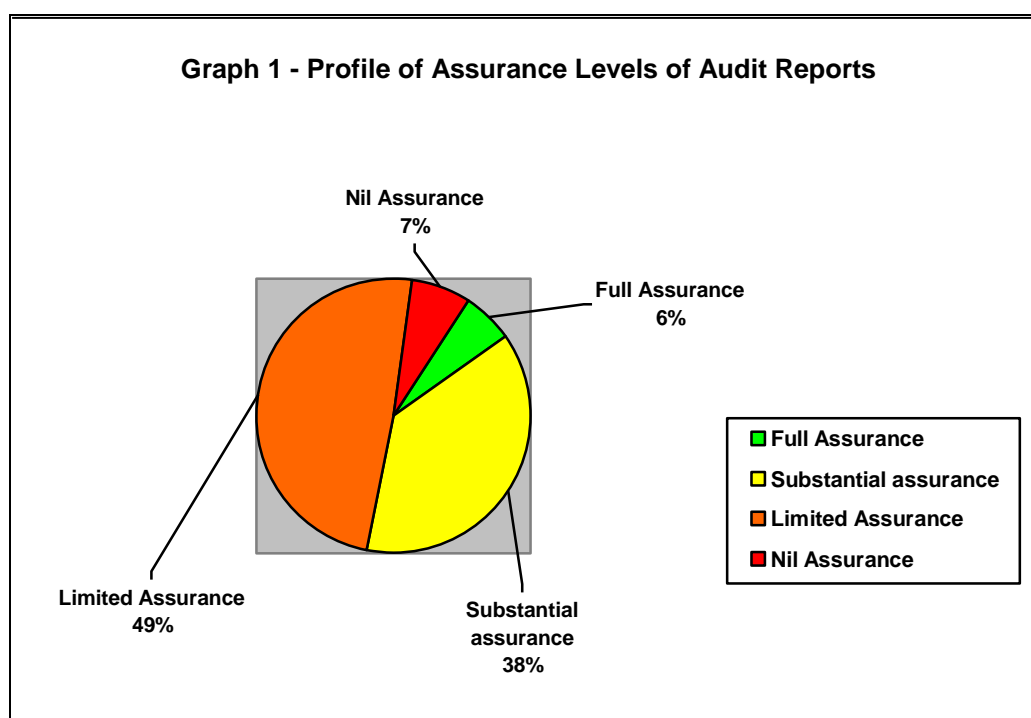


(Appendix 2 Definitions)

10. General Purposes & Audit Committee Members by reviewing the current 'high rated' risks and conducting 'in-depth' reviews of risks seek to scrutinise and receive assurance on the application of the risk management framework in the organisation.
11. The content of all the risks recorded on the corporate risk register is reviewed at least quarterly by a facilitated risk review and challenge session.
12. The Council's risk management framework is also promoted with project sponsors to help manage the challenges associated with the delivery of programmes and projects.
13. Internal Audit has view-only access to the corporate risk register to assist its risk-based audit approach, ensuring it is dealing with the most up to date information. Following audit reviews, the resultant report is mapped against the identified risk on the risk register. This approach gives a considered view of how the Council is managing the challenges it faces in delivering its objectives. Collaboration between the Internal Audit Team and the Risk Team is continuous and consistent.

## Internal Audit

14. The work of the Council's internal audit service is delivered in partnership with Mazars Public Sector Internal Audit Limited. The current contract began on 1<sup>st</sup> April 2018 and will end on 31<sup>st</sup> March 2024 with the possibility of extending for a further two years.
15. The alignment of the audit programme to the Council risk management framework has focused internal audit on the key challenges the Council faces and therefore, the issues that if not managed, could lead to strategic objectives not being achieved.
16. Graph 1 shows that at the time of writing only 44% of audits have full or substantial assurance. This is slightly below the previous year.



17. Although the decline in results of formal audits completed so far has slowed and much work has been done across the organisation since the Report in the Public Interest was issued by the External Auditor and last year's Limited Assurance by Internal Audit, other indicators are suggesting that internal control still has some way to go. This year's internal audit assurance level will again be limited. These other indicators include, inter alia, the continuous auditing results and general support issues identified, several organisation wide audit reports that are still draft but are currently unsatisfactory, and the several external reports published during the year identifying issues with internal control, governance and good practice.
18. A key measure of the Internal Audit service's effectiveness is the implementation of agreed actions to address the issues identified in

audits. The target for implementation of actions is 80% for priority 2 and 3 actions and 90% for priority 1 actions. The stringent approach to the follow up process has continued with tight timescales for follow up work linked to the level of assurance.

19. Table 2 details the performance in this area in all follow up work completed since 1<sup>st</sup> April 2015.

**Table 2: Implementation of Agreed Actions to date**

	Target	2016/17	2017/18	2018/19	2019/20	2020/21
Percentage of priority one agreed actions implemented at the time of the follow up audit	90%	98%	100%	92%	87%	100%
Percentage of all agreed actions implemented at the time of the follow up audit	80%	94%	90%	87%	91%	79%

20. The main performance indicators for the Internal Audit team are detailed in Table 3.

**Table 3: Internal Audit Performance 2020/21 year**

Performance Objective	Annual Target	Actual Performance	RAG
% of planned 2020/21 audit days delivered	100%	<b>83%</b>	<b>A</b>
% of 2020/21 planned draft reports issued	100%	<b>45%</b>	<b>R</b>
% of draft reports issued within 2 weeks of exit meeting with the Client	85%	<b>86%</b>	<b>G</b>
% of qualified staff engaged on audit	40%	<b>40%</b>	<b>G</b>

21. The planned internal audit has not been completed on time this year. The delays this year have been caused by a number of factors, principle of which was the furloughing of our audit contractor's staff for around three months at the start of the year because of the COVID-19 pandemic and lack of capacity within the organisation to catch-up as the year has progressed.

### Anti-Fraud

22. The Council has continued with its plan to improve counter-fraud awareness across the Council and to strengthen working with our partners. This has included:

- Assisting neighbouring boroughs by providing expertise in the form of staff resources where they have gaps in expertise and generating income for Croydon Council.

- Maintaining a learning and development programme, including face to face and e-learning opportunities.
  - Maintaining fraud reporting facilities, including a fraud hotline and dedicated email reporting facility.
23. As a result of this work, high and improved levels of awareness of fraud have been achieved generally across the organisation over recent years. This has been evidenced by the level of referrals to the Corporate Anti-Fraud Team which remains high, at 601 in 2020/21.

*National Fraud Initiative (NFI)*

24. The NFI is a biennial data matching exercise undertaken by the Cabinet Office. This is a national exercise and every Council in England and Wales participates, along with many other public sector bodies. The exercise has legal powers to undertake data-matching across the public sector to prevent fraud and corruption. The Council's participation in the 2020/21 has just commenced with focus on the high risk matches.

*Corporate Anti-Fraud Team performance*

25. Between 1<sup>st</sup> April 2020 and 31<sup>st</sup> March 2021 the Anti-Fraud team had identified in total over **£985k** with 127 successful outcomes.
26. Croydon continues to lead in setting the agenda relating to public sector anti-fraud activity. This is achieved nationally, regionally and locally by taking a leading role in a number of organisations, including:
- The National Anti-Fraud Network, with representation on the Executive Board
  - London Audit Group, with representation on the Executive Board
  - The Government Counter Fraud Profession, Croydon has jointly led the first cohort of local authority investigators converting from their existing professional standards into the new counter-fraud profession for the public sector.

**External Audit**

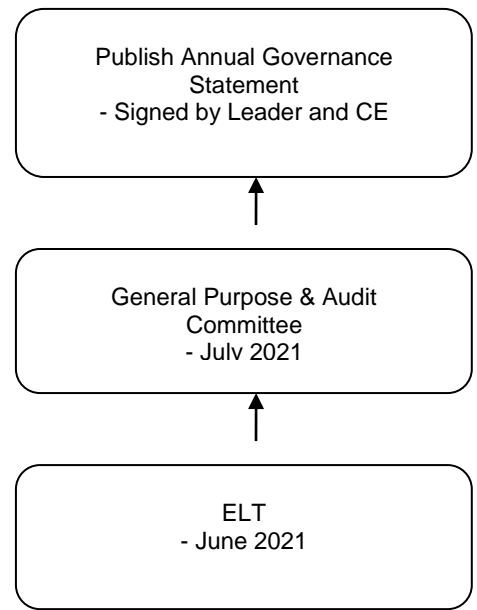
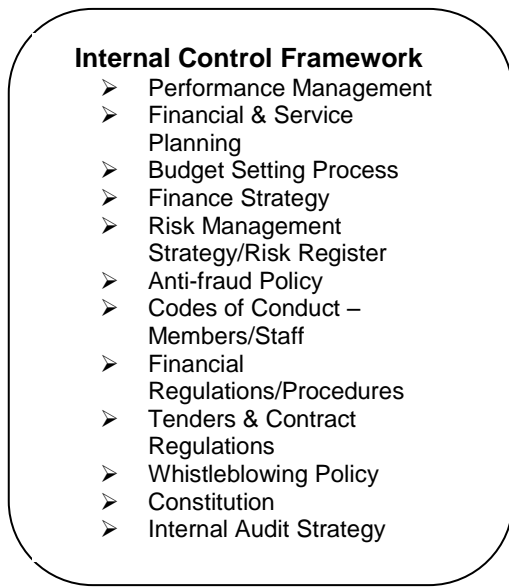
27. The Council's external audit service is currently provided by Grant Thornton (GT) under a contract let on Croydon's behalf by Public Sector Audit Appointments Ltd. GT works in partnership with the Council ensuring its governance processes are effective. They have been invited and attended all of the Committee meetings. At every meeting they prepare an external audit progress update for the Committee to review and discuss any issues arising.
28. It should be noted that both the production of accounts, and external audit timescales were delayed for 2019/20 both as a result of COVID-19 but also due to a number of detailed comments on the draft reports. There are a number of significant issues relating to the Council's activities in particular those relating to Brick by Brick which mean that the

accounts were not completed by the Statutory deadline of 30<sup>th</sup> November 2020 and may take some time for this to be completed until all of these issues are resolved .

### **Financial Reporting**

29. The 2020/21 accounts cannot be completed until the 2019/20 Audit is completed. Until the issues referred to in para 28 are resolved the timing for the audit of the 2020/21 accounts cannot be firmed up.

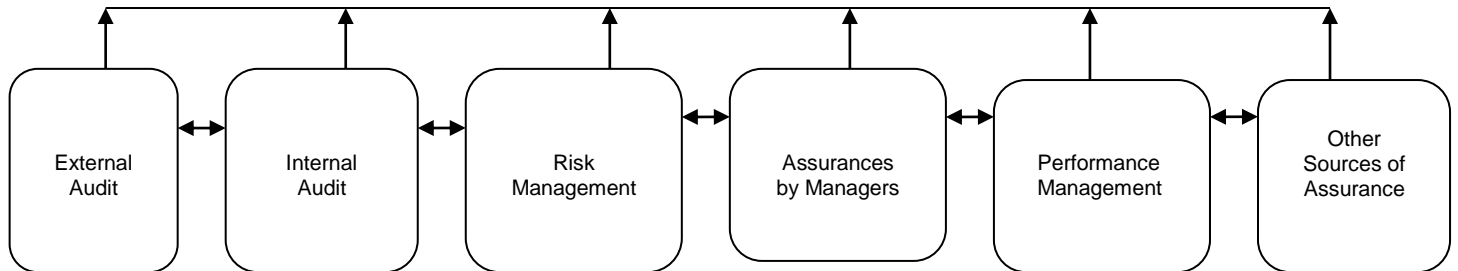
**Council Framework for the Annual Governance Statement**



R  
E  
P  
O  
R  
T  
I  
N  
G  
  
F  
R  
A  
M  
E  
W  
O  
R  
K

Assurance of effectiveness of the internal control framework

Identify gaps in assurance and take appropriate action.



**COUNCIL ASSURANCE FRAMEWORK**

- Head of Internal Audit's opinion expressed in reports to General Purposes & Audit Committee
- Operates under dedicated contract specifically setting out terms of reference
- Annual plans, member reviewed
- Plan aligned to Council's Risk-register
- Fraud investigation
- Compliance testing
- Review of the effectiveness of Internal Audit

- On-going Risk management training for new staff
- Embedded in project management and service planning
- RM champion, General Purposes & Audit Committee and Council scrutiny of the RM processes and outcomes
- RM software package cascaded throughout council to all risk owners
- Strategic risks drive and shape the CLT agenda
- Review of partnerships

- Directors assurance statements
- Project specific reports to CLT and Members

- Embedded system
- Operates throughout organisation

- Fraud reports and investigations
- Reports by inspectors
- Post implementation reviews of projects
- Working party reports
- Ombudsman reports
- Contracts & Commissioning Board
- Strategic Finance Forum
- Corporate Programme Board
- Fraud & Enforcement Forum

## Categories of Risk

	Source of Risk	Risk Examples
<b>STRATEGIC</b> (external drivers)	Infrastructure	Functioning of transport, communications and utilities infrastructure. The impact of storms, floods, pollution. Development in Borough renders infrastructure inadequate.
	Politics & Law	Effects of changes of government policy, UK or EC legislation, national or local political pressure or control, meeting the administration's manifesto commitments.
	Social Factors	Effects of changes in demographic, residential and social trends on ability to deliver objectives. Excess demands on services.
	Technology	Capacity to deal with obsolescence and innovation, product reliability, development and adaptability or ability to use technology to address changing demands.
	Competition & markets	Affecting the competitiveness (cost & quality) of the service &/or ability to deliver Best Value and general market effectiveness.
	Stakeholder-related factors	Satisfaction of: citizens, users, central and regional government and other stakeholders regarding meeting needs and expectations.
	Environmental	Environmental consequences of progressing strategic objectives (eg in terms of energy efficiency, pollution, recycling emissions etc.)

<b>OPERATIONAL</b> (internal drivers)	Finance	Associated with accounting and reporting, internal financial delegation and control, failure to prioritise or allocate budgets. Insufficient resources or lack of investment.
	Human Resources	Recruiting and retaining appropriate staff and applying and developing skills in accordance with corporate objectives, reliance on consultants, employment policies, health & safety, and absence rates. Migration of staff to contact centre.
	Contracts & Partnerships	Failure of contractors to deliver services or products to the agreed cost & specification. Issue surrounding working with agencies. Procurement, contract and relationship management. Overall partnership arrangements, eg for pooled budgets or community safety. PFI, LSVT and regeneration. Quality issues.
	Tangible Assets	Inadequate building/assets. Security of land and buildings, safety of plant and equipment, control of IT hardware. Issue of relocation.
	Environmental	Relating to pollution, noise or the energy efficiency of ongoing operations.
	Processes & professional judgements	Errors and omissions associated with professional judgement. Inspection compliance, project management, performance management, benefits system, environmental management system (EMS). Not achieving targets, failure to implement agendas and service failure. Also risks inherent in professional work.

<b>GOVERNANCE</b>	Integrity	Fraud and corruption, accountability and openness, legality of actions and transactions and limits of authority.
	Leadership	Reputation, publicity, authority, democratic renewal, trust and identity.
	Policy & strategy	Ensuring clarity of purpose and communication. Policy planning, community planning and monitoring and managing overall performance. Not seeking or following advice from the centre.
	Data & information for decision making	Data protection, data reliability and data processing. Information and communication quality. Effective use and interpretation of information. Control of data and information. E-government and service delivery. Inappropriate and/or lack of software. Storage issues.
	Risk Management	Incident reporting and investigation, risk measurement, evaluation and monitoring. Internal Control and Business Continuity Issues.





<b>REPORT TO:</b>	<b>COUNCIL</b> <b>5 JULY 2021</b>
<b>SUBJECT:</b>	<b>ANNUAL REPORT ON THE USE OF SPECIAL URGENCY FOR KEY DECISIONS 2020/21</b>
<b>LEAD OFFICER:</b>	<b>Asmat Hussain</b> <b>Interim Executive Director Resources and Deputy Monitoring Officer</b>
<b>WARDS:</b>	<b>ALL</b>
<b>CORPORATE PRIORITY/POLICY CONTEXT:</b>	
The report to Council on the use of Special Urgency is prepared in accordance with the Access to Information Procedure Rules at Part 4B of the Constitution.	

<b>1.</b>	<b>RECOMMENDATIONS</b>
1.1.	To note the use of Special Urgency for the key decisions listed at section 3.4 of the report during the 2020/21 municipal year.

## 2. EXECUTIVE SUMMARY

- 2.1. In accordance with the Access to Information Procedure Rules (Part 4B of the Constitution), the Leader of the Council is required to submit an annual report to Council on the use of Special Urgency for key decisions.
- 2.2. This report details the cases where Special Urgency has been used during the 2020/21 municipal year.

## 3. BACKGROUND

- 3.1. The proposed making of a key decision requires the giving of 28 days' prior notice. Where the giving of such notice is impracticable the Constitution provides both General Exception and Special Urgency provisions. The General Exception provisions require, amongst other things, a period of five clear working days' notice to be given. Where compliance with the General Exception principle is impractical the decision can be taken under the Special Urgency provisions. In cases of Special Urgency the decision may only be made where the decision maker has obtained agreement that the making of the decision is urgent and cannot reasonably be deferred from:
  - a. The Chair of the Scrutiny & Overview Committee; or
  - b. If there is not such person, or if the Chair of the Scrutiny & Overview Committee is unable to act, the Mayor; or
  - c. Where there is no Chair of the Scrutiny & Overview Committee or Mayor,

the Deputy Mayor of the Council.

- 3.2. In all cases during 2020/21 the approval of the Chair of Scrutiny & Overview Committee was given.
- 3.3. Following the approval of the Chair of Scrutiny & Overview Committee two notices were published and circulated to all Members of the Council:
- a. A notice that a decision would be made under Special Urgency which included the reason for urgency; and
  - b. A further notice stating the decision had been made and included the report upon which the decision was based.
- 3.4. During the municipal year, 2020/21, the provision of Special Urgency has been used on four occasions to enable urgent decisions to be made. The decisions which have been made under this provision are set out below:

Decision Title	Decision number	Decision maker	Reason for Special Urgency	Date SU notice published	Date decision notice published
District Centre Prosperity – Purley BID	5420EJ	Cabinet Member for Economy & Jobs	Covid 19 has had a severe impact on the businesses in this designated area and Purley BID have been an essential part of the emergency response, the area needs have changed and it has never been more important to deliver a proposal that reflects a business led, agile response for renewal. It is this response which has led to the delay of the Purley BID proposal being submitted. The BID have engaged and responded directly to their levy members concerns and needs and now have a proposal that reflect the want of the businesses. However, this means that in order to meet the needs of the ballot timeline we cannot wait until the Cabinet meeting being held on the 19 October and the decisions requested must be taken outside of the Cabinet.	06/10/20 <a href="#">View the notice here</a>	07/10/20 <a href="#">View the notice here</a>
Strategic Review of Companies and other investment arrangements - Brick by Brick Croydon Ltd ("BBB") Shareholder decision - Directors and articles of association	3320CAB	Cabinet	This decision cannot reasonably be deferred because the results of the Strategic review need to be reported as a matter of urgency to limit the Council's cost exposure. When commissioned at the September Cabinet, it was always the intention to report to the November Cabinet, but no separate listing was made in the forward plan. If the report is not considered at this meeting, the Council will not be able to take appropriate action in regard to its associated companies and other entities where necessary.	20/11/20 <a href="#">View the notice here</a>	26/11/20 <a href="#">View the notice here</a>

COVID 19 - 2nd Lockdown and local restrictions - Business Grants	6220ERS	Cabinet Member for Economic Recovery & Skills	The new business grant schemes were announced on the 31st October 2020. With the expectation from Government that the schemes were to be designed, implemented, and funding to be distributed to eligible businesses as soon as possible. Unfortunately, the relevant guidance was issued on 3rd November with additional guidance being added on 10th and 30th November with final FAQ's being issued 23rd December 2020. As such, there has not been time to this in line with the ordinary notice procedures. It is now impracticable to comply with Rule 31 (General Exception).	20/11/20 <a href="#">View the notice here</a>	26/11/20 <a href="#">View the notice here</a>
COVID 19 - National Lockdown Grants	1621C Renewal	Cabinet Member for Croydon Renewal	This key decision is requested under the special urgency measures as part of the emergency response to COVID 19. The making of this decision is urgent to allow the council to offer businesses the support they require with their business costs and loss of income during these unprecedented times that have arisen due to COVID 19 pandemic.	10/03/21 <a href="#">View the notice here</a>	20/04/21 <a href="#">View the notice here</a>

3.5. The Special Urgency procedure has only been used this municipal year as a corollary of the corona virus pandemic or to enable the council to respond to the financial challenges in a timely manner.

3.6. Decisions 6220ERS (COVID 19 - 2nd Lockdown and local restrictions - Business Grants) and 1621CRenewal (COVID 19 – National Lockdown Grants) were decisions made in response to Covid-19 to ensure the Council was able to support locally businesses through the distribution of government grants.

3.7. Decision 5420EJ (District Centre Prosperity – Purley BID) was also in response to Covid-19 having delayed the Business Improvement District proposal being submitted ahead of going to a ballot.

3.8. Decision 3320CAB (Strategic Review of Companies and other investment arrangements - Brick by Brick Croydon Ltd ("BBB") Shareholder decision - Directors and articles of association) was a decision to enable the council to limit cost exposure in response to the financial challenges it faced.

3.9. More detail on each decision is available by clicking on the links in the table above or by visiting the website at:  
<https://democracy.croydon.gov.uk/mgDelegatedDecisions.aspx?bcr=1&DM=0&DS=2&K=0&DR=&V=0>

#### 4. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

4.1 There are no direct financial consequences of this report. Each decision taken under the special urgency framework was supported by a report that set out the financial implications of that decision, and was subject to financial review as part of the decision making process.

## **5. LEGAL CONSIDERATIONS**

- 5.1 The Head of Litigation and Corporate Law comments on behalf of the Director of Law and Governance and Deputy Monitoring Officer that the statutory definition of a 'key decision' is set out in regulation 8 of the Local Authorities (Executive Arrangements) (Meetings and Access to Information) (England) Regulations 2012 as a decision which is likely (a) to result in the council incurring expenditure which is or the making of savings which are significant having regard to the council's budget for the service or function to which the decision relates; or (b) to be significant in terms of its effects on communities living or working in an area comprising 2 or more wards in the area of the council.
- 5.2 Guidance issued under the Local Government Act 2000 section 38 provides that the council shall agree as a full council limits above which items are 'significant' and publish those limits which the council has done via its Constitution.
- 5.3 The Constitution in Part 2 Article 13 provides that a 'key decision' is an executive decision which is likely to: (i) result in the Council incurring expenditure or making of savings of more than one million pounds or such smaller sum which the decision maker considers is significant having regard to the Council's budget for the service or function to which the decision relates; or (ii) significant in terms of its effects on communities living or working in an area comprising two or more wards in the borough.
- 5.4 As part of the Governance Review Members have agreed an update to the definition of 'significant' and in turn the definition of a 'key decision' set out in the Council's Constitution at Part 2 Article 13. However, Members have also agreed to put on hold the implementation of these changes pending a review of Council resources to support their implementation.
- 5.5 The Access to Information Procedure Rules in Part 4B of the Constitution paragraphs 29 – 32 set out specific requirements including publicity in relation to the taking of 'key decisions' and in particular exceptions to the usual publicity requirements on the grounds of General Exception and cases of Special Urgency. Paragraph 34 makes specific provision for an annual report on the use of the Special Urgency provisions by the Leader to be made to full council.

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

## **6. HUMAN RESOURCES IMPACT**

- 6.1 There are not direct workforce implications arising from this report.

Approved by: Sue Moorman, Director of Human Resources

## **7. EQUALITIES IMPACT**

- 7.1 There are no direct equalities implications from this report. Each decision taken under special urgency provision was supported by a report that set out the equalities impact of that decision and was subject to an equality analysis as part of the decision making process.

Approved by: Yvonne Okiyo, Equalities Manager

---

**CONTACT OFFICER:** Victoria Lower  
Senior Democratic Services and Governance Officer  
– Cabinet & Executive  
Ext. 14773

**BACKGROUND DOCUMENTS:** None

This page is intentionally left blank

<b>REPORT TO:</b>	<b>COUNCIL</b> 5 July 2021
<b>SUBJECT:</b>	<b>RECOMMENDATIONS OF CABINET REFERRED TO THE COUNCIL FOR DECISION</b>
<b>LEAD OFFICER:</b>	<b>Asmat Hussain, Interim Executive Director of Resources and Deputy Monitoring Officer</b>
<b>WARDS:</b>	<b>ALL</b>
<b>CORPORATE PRIORITY/POLICY CONTEXT:</b>	
The Recommendations of Cabinet referred to the Council for decision report is prepared in accordance with the Council Procedure Rules at Part 4A of the Constitution.	

	<p>The Council is asked to approve the following recommendations:</p> <p><b>RECOMMENDATIONS FROM APPOINTMENTS COMMITTEE HELD ON 17 MAY 2021</b></p> <p><b>Appointment to the role of Chief Executive, Head of Paid Service, Returning Officer and Electoral Registration Officer</b></p> <p>1.1 To appoint Katherine Kerswell to the post of Chief Executive, Head of Paid Service, Returning Officer and Electoral Registration Officer as the successful candidate.</p> <p><b>RECOMMENDATIONS FROM CABINET HELD ON 7 JUNE 2021</b></p> <p><b>Determination of School Admission Arrangements</b></p> <p>1.2 To approve the changes to Croydon’s community schools’ admission arrangements for the 2021/22 (Appendix 1) and 2022/23 (Appendix 2) academic years.</p> <p>1.3 Variations will be conditional on the Code passing through its Parliamentary process (i.e. a date on or around 1 July 2021). If any variations are agreed before then, they must be expressed to be conditional on the Code passing through Parliament. All such variations should come into effect on 1 September 2021.</p> <p><b>Report in the Public Interest – Quarter 1 Update</b></p> <p>1.4 Note and agree the progress the Council has made in regard to achieving the recommendations set out by external auditor in the Report in the Public Interest (appendix 1) with 55 out of 99 actions complete;</p> <p>1.5 Note the beginning of work to properly evidence what has been achieved so far</p>
--	---

and the intention to carry out an internal audit of actions delivered to provide full assurance to members and residents on the change achieved;

- 1.6 Note the refreshed action plan for the recommendations including actions marked complete, new actions and amended deadlines; and
- 1.7 Note the updated report and action plan, in place of the previously agreed April 12<sup>th</sup> Cabinet Report, as it is more up to date.

## **RECOMMENDATIONS FROM APPOINTMENTS COMMITTEE HELD ON 23 JUNE 2021**

### **Organisational Redesign of Croydon Council - Response to the consultation**

- 1.8 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.
- 1.9 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.
- 1.10 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.
- 1.11 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.
- 1.12 Note the financial savings from this proposed restructure and the reduction of 12 senior posts.
- 1.13 Note the job descriptions for the corporate director, director roles and new heads of service roles in the proposed new structure. (Appendix G)
- 1.14 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.
- 1.15 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.
- 1.16 Agree that further reviews are undertaken into the areas outlined at section 7.
- 1.17 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.



- 1.18 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.
- 1.19 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.
- 1.20 Agree that the Council website and intranet be updated to reflect these new arrangements when implemented.
- 1.21 Note the further work required to introduce an improved system of internal control as outlined at paras 5.18-5.25.
- 1.22 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.
- 1.23 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.
- 1.24 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.

## **2. EXECUTIVE SUMMARY**

- 2.1. The Recommendations of Cabinet and Committees referred to the Council for decision report comprises of matters of business formally undertaken by the Leader and Cabinet as well as Committees since the last ordinary meeting of the Council that require Full Council approval.

## **3. BACKGROUND**

- 3.1. Part 4A of the Constitution requires that Cabinet and Committees include any recommendations that it has made to Council within this report.
- 3.2. These rules do not apply to any recommendations contained in the Annual Report of the Scrutiny and Overview Committee.
- 3.3. The Leader or Chair of the Committee making the recommendation may exercise a right to introduce the recommendation; in so doing the Leader or Chair of the Committee shall speak for a maximum of 3 minutes.
- 3.4. The recommendation shall be seconded without any further speakers and if not deferred for debate shall immediately be put to the vote.

- 3.5. Any Member supported by a seconder, may ask that a recommendation be deferred for debate and the recommendation shall immediately stand deferred.
- 3.6. In the event that any Cabinet or Committee recommendations have not been reached when the time limit for the meeting has expired, those recommendations shall immediately be put to the vote without further debate.
- 

- CONTACT OFFICER:** Cliona May  
Senior Democratic Services and Governance Officer  
– Council & Regulatory
- APPENDIX 1:** Appointment to the role of Chief Executive, Head of Paid Service, Returning Officer and Electoral Registration Officer
- APPENDIX 2:** Determination of School Admission Arrangements – Cabinet report & appendices
- APPENDIX 3:** Report in the Public Interest – Quarter 1 Update- Cabinet report & appendices
- APPENDIX 4:** Organisational Redesign of Croydon Council - Response to the consultation – Appointments Committee report & appendices
- BACKGROUND DOCUMENTS:** None

<b>REPORT TO:</b>	<b>APPOINTMENTS COMMITTEE</b> <b>17 May 2021</b>
<b>SUBJECT:</b>	<b>APPOINTMENT TO THE ROLE OF CHIEF EXECUTIVE, HEAD OF PAID SERVICE, RETURNING OFFICER AND ELECTORAL REGISTRATION OFFICER</b>
<b>LEAD OFFICER:</b>	<b>Asmat Hussain, Executive Director of Resources and Deputy Monitoring Officer (Interim)</b>
<b>WARDS:</b>	<b>All</b>
<b>CORPORATE PRIORITY/POLICY CONTEXT:</b> The Council's management structure	
<b>FINANCIAL SUMMARY:</b> The salary cost of this post is contained within the existing 2021/22 budget.	
<b>KEY DECISION REFERENCE NO:</b> n/a	
<p><b>1. RECOMMENDATIONS</b></p> <p>1.1 Agree the salary package of the Chief Executive of £192,474 per annum under the Localism Act 2011.</p> <p>1.2 Undertake the selection for interview and subsequently agree an appointment to the post of Chief Executive from the candidate(s) detailed in the Part B appendices to the agenda.</p> <p>1.3 Any appointment to be subject to the appointment notification and approval processes as set out in paragraphs 3.2 (1) and 3.4 of part 4J of the Council's Constitution (Staff Employment Procedure Rules).</p> <p>1.4 Subject to the outcome of candidate selection and interview RECOMMEND to Council appointment to the post of Head of Paid Service, Returning Officer and Electoral Registration Officer of the successful candidate.</p>	

## **2. EXECUTIVE SUMMARY**

- 2.1. This report seeks the Committee's approval to undertake the selection and agree appointment to the post of Chief Executive and to make recommendations to Council regarding the positions of Head of the Paid Service, Returning Officer and Electoral Registration Officer.

## **3. DETAIL**

### Background

- 3.1 It is recognised that coming out of the pandemic and with the financial challenge ahead of us it is a priority to appoint to the permanent role of Chief Executive to provide stability and to lead our turnaround journey, providing assurance at the highest level, whilst rebuilding and reinvigorating a whole workforce behind a new

vision and culture. This will also include appointment to the statutory positions of Head of the Paid Service, Returning Officer and Electoral Registration Officer.

3.2 An external process has been undertaken with support from GatenbySanderson to select suitable candidates for the roles.

3.3 Candidate(s) details are set out in Part B appendices to this report.

#### Localism Act 2011 and Pay Policy

3.4 Following the decision of the Annual Council meeting on 03 June 2014, the Appointments Committee has delegated responsibility for approving appointments beyond the threshold specified in statutory guidance issued by the Secretary of State under section 40 of the Localism Act 2011. The statutory guidance is that elected Members should be given an opportunity to vote before: salary packages upon appointment at or above a specified threshold are offered; and severance packages at or beyond a specified threshold are approved for staff leaving the Council's employment. For both these purposes, the specified threshold is currently £100,000 as set by Government.

3.5 As set out in the Council's pay policy, Chief Officers are appointed on fixed pay points, which are determined locally and subject to local review every two years. The pay policy for 2021/22 agreed by the Council on 08 March 2021 agreed a fixed pay point for the Chief Executive of £192,474.

3.6 Under these arrangements the Chief Executive would receive a salary package which would engage the Committee's discretion in accordance with the delegation set out in paragraph 3.4 above and therefore a decision is required by the Committee to appoint at this pay level.

3.7 The Council's Staff Employment Procedure Rules at para 3.4 of Part 4.J of the Constitution provide for a notification process to ensure that the Leader and any other Cabinet Members have no objections to the offer of appointment occurs before an offer of appointment is made to him/her and these requirements will be complied with should Members approve the above recommendations.

3.8 Paragraph 3.2 (1) of the Staff Employment Procedure Rules further require that the full Council must approve any appointment to the role of Head of Paid Service before an offer of appointment can be made. On that basis, following the selection of a preferred candidate by this Committee and the successful completion of the notification process detailed in 3.6 above, a report will be presented to Council that asks that approval be given to appoint the candidate recommended by this Committee.

## 4 FINANCIAL AND RISK CONSIDERATIONS

### 4.1 Revenue and Capital consequences of report recommendations

	Current year	Future Years		
	2021/22	2022/23	2023/24	2024/25
	£'000	£'000	£'000	£'000
<b>Revenue Budget available</b>	152.6	261.7	261.7	261.7
<b>Effect of decision</b>	152.6	261.7	261.7	261.7
<b>Overspend / (underspend)</b>	0	0	0	0

\*current year spend figures show 7 month in 21/22, including NI & pensions contribution

### 4.2 The effect of the decision

This is an established post and the budget identified in section 4.1 above has been aligned to the anticipated start date of the successful candidate. The salary costs arising from this decision can be met from the 2021/22 budget.

### 4.3 Risks

There is a risk of being unable to retain the right calibre of person to this role if the salary is not comparable to the market. Failure to appoint a suitable candidate to this role will result in a lack of strategic leadership for the organisation.

### 4.4 Options

The alternative option of not filling the role; and for not making provision within the parameters of the Council's agreed Pay Policy Statement is not considered sustainable or viable option as explained in paragraph 4.3 above.

### 4.5 Future savings/efficiencies

None identified.

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

## 5 LEGAL CONSIDERATIONS

5.1 The Head of Litigation and Corporate Law comments on behalf of the interim Director of Law and Governance that the Council may generally appoint such staff as it considers necessary for the proper discharge of its functions on such reasonable terms and conditions, including remuneration, as the Council thinks fit.

- 5.2 However, there are certain statutory appointments which must be made. The Local Government and Housing Act 1989 section 4 requires that the Council designate one of its officers as Head of the Paid Service (usually the Chief Executive) 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.
- 5.3 In addition, Section 35 of the Representation of the People Act 1983 requires the Council to appoint an officer of the Council to be the Returning Officer for the election of councillors. The Council has traditionally appointed the Chief Executive as Returning Officer which is an independent statutory role. The Chief Executive is also usually the Council's Electoral Registration Officer appointed under section 8.
- 5.4 The Council's Constitution provides in Part 3 Responsibility for Functions that the Appointments Committee has delegated authority to appoint a Chief Executive in its terms of reference. Whereas Article 4.1 in the Council's Constitution provides that confirming the appointment of the Head of Paid Service is a matter which is reserved to full council.
- 5.5 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 to chief officers.
- 5.6 The Council's Constitution provides in Part 3 Responsibility for Functions that the Appointments Committee has delegated responsibility to approve salary packages on appointment for staff above the threshold specified in statutory guidance issued by the Secretary of State pursuant to section 40 of the Localism Act 2011 which is currently £100,000 as set by Government.
- 5.7 The Council's Staff Employment Procedure Rules at Part 4.J of the Constitution set out the procedures to be followed for the appointment of chief officers, the declarations which must be made by candidates and a notification process to ensure that the Leader and any other Cabinet Members have no objections to the offer of appointment which must occur before an offer of appointment can be made to him/her. In addition, the rules specifically provide in relation to the function of the appointment of Head of the Paid Service at paragraph 3.2 that where a committee is discharging the function of the appointment of the Head of Paid Service the Council must approve that appointment before an offer of appointment is made to him/her and that at least one Member of the Cabinet must be a member of that committee.

*Approved by:* Sandra Herbert Head of Litigation and Corporate Law for and on behalf of the interim Director of Law and Governance.

## **6. CUSTOMER, EQUALITIES, HUMAN RIGHTS, FREEDOM OF INFORMATION, DATA PROTECTION CRIME AND DISORDER IMPACT**

- 6.1 There are no direct considerations arising from this report.

## **7. HUMAN RESOURCES IMPACT**

- 7.1 There are no additional human resources impacts beyond those described in the body of the report.

Approved by Sue Moorman, Director of Human Resources

---

**CONTACT OFFICER:** Sue Moorman, Director of Human Resources

This page is intentionally left blank



**For General Release**

<b>REPORT TO:</b>	<b>CABINET 7 June 2021</b>
<b>SUBJECT:</b>	<b>Determination of School Admission Arrangements</b>
<b>LEAD OFFICER:</b>	<b>Debbie Jones - Interim Executive Director, Children, Families and Education</b> <b>Shelley Davies – Interim Director, Education and Youth Engagement</b> <b>Denise Bushay – Interim Head of Service, School Place Planning and Admissions</b>
<b>CABINET MEMBER:</b>	<b>Councillor Alisa Flemming, Cabinet Member for Children, Young People and Learning</b>
<b>WARDS:</b>	<b>All</b>
<b>COUNCIL PRIORITIES 2020-2024</b> The recommendations in this report are in line with the new corporate priorities and new Ways for renewing Croydon: <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.</li><li>- We will focus on providing the best quality core service we can afford.</li></ul> This report sets out the draft education estates strategy for the three year period 2021-2024. The strategy aims to minimise council borrowing to an absolute minimum. <a href="#">Appendix D - Administration Priorities for the Croydon Renewal Plan</a>	
<b>FINANCIAL IMPACT</b> The responsibilities for School funding and the sources for that funding are set out in the School and Early Years Finance (England) Regulations and associated conditions of grant. All the funding for schools comes from the Dedicated Schools Grant (DSG) and does not impact on the general fund.	
<b>FORWARD PLAN KEY DECISION REFERENCE NO.: This is not a key decision</b>	

The Leader of the Council has delegated to the Cabinet the power to make the decisions set out in the recommendations below

**1. RECOMMENDATIONS**

The Cabinet is recommended to

For approval

**School Admission**

- |  |
|--|
| <p>1.1 Agree to recommend to full Council that it determine the changes to Croydon's community schools' admission arrangements for the 2021/22 (Appendix 1) and 2022/23 (Appendix 2) academic years.</p> <p>1.2 Variations will be conditional on the Code passing through its Parliamentary process (i.e. a date on or around 1 July 2021). If any variations are agreed before then, they must be expressed to be conditional on the Code passing through Parliament. All such variations should come into effect on 1 September 2021.</p> |
|--|

## 2. EXECUTIVE SUMMARY

- 2.1 The School Admissions Code (the Code) ensures that school places for maintained schools and academies (excluding maintained special schools and special academies<sup>1</sup>) are allocated fairly. Admission authorities for maintained schools and academies must comply with the Code.
- 2.2 The government has made some changes to the Code which aim to improve support for the in-year admission of vulnerable children and help reduce to a minimum any gaps in their education.
- 2.3 The report highlights the changes by the Department for Education to the School Admissions Code, following consultation. The new Code and associated regulations have been laid in parliament and subject to parliamentary procedure they will come into force 1 September 2021. The council, as an admission authorities for community schools must comply with the Code and make the necessary changes to its admission arrangements, subject to ministerial approval for the new Code coming into force...
- 2.4 The draft Code ([draft Code](#)) and associated regulations were laid before Parliament on 13 May 2021. The Code is laid in Parliament for a 40-day period during which both the House of Commons and the House of Lords have the opportunity to review the Code and any Member can pass a motion to not approve it. This 40-day period is expected to expire on 1 July, and provided there is no such motion, the new Code will come into force on 1 September 2021.
- 2.5 The main purpose of the changes is to improve support for the in-year admission of vulnerable children. The changes include introducing more detail on the process for managing in-year admissions; changes to improve the effectiveness of Fair Access Protocols; giving children adopted from state care outside of England equal admissions priority as children who were previously looked after in England; and clarification of which address to use for the admission of service or crown servant children. There are also further minor clarification changes.
- 2.6 Admission authorities, including local authorities, are responsible for admissions and must act in accordance with the School Admission Code, and the School Admission Appeals Code. All admission authorities must determine (i.e. formally agree) admission arrangements every year, by 28 February. The

admission arrangements are part of the policy framework and are therefore reserved to full Council for decision.

- 2.7 This new provision to the School Admission Code will necessitate variations to determined admission arrangements to take effect from 1 September 2021. Admission authorities will need to vary their admission arrangements for 2021/22 (which was determined in January 2020) and their admission arrangements for 2022/23 (which was determined in January 2021). Without these variations, admission arrangements that have already been determined will no longer comply with the Code from this date.

### **3. DETAIL**

- 3.1 Croydon is the Admission Authority for Community schools and is therefore responsible for determining the Admission Arrangements for these schools. Where the admission arrangements have changed from the previous year there is usually a requirement to consult, however, as these changes are a legal requirement, subject to parliamentary process, they need not be consulted upon.
- 3.2 Croydon, as an admission authority, is required to formally determine the variation, in the same way as it would determine the admission arrangements each year. Under normal conditions, the Office of the Schools Adjudicator (OSA) is the decision maker for variation of admission arrangements, however, if the new School Admissions Code is implemented there will be no need to follow the OSA variation route as this variation is to make the admission arrangements compliant with the new School Admissions Code.
- 3.3 The admission arrangements for community schools include the criteria by which schools places are allocated when a school receives more applications than places. The new School Admission Code requires admission authorities to vary admission arrangements that have been previously determined in January 2020 and January 2021.
- 3.4 The annual school admissions arrangements are part of the Council's policy framework and as such require determination by the full Council. The Council is required by statute and regulations to approve its admissions policies for the schools it is responsible for the 2021/22 and 2022/23 academic years (including Published Admissions Numbers – PANs). Accordingly Cabinet is requested to recommend to full Council that it determine the changes to Admission Arrangements for Croydon's community schools for the 2021/22 (Appendix 1) and 2022/23 (Appendix 2) academic years.
- 3.5 The governing bodies of voluntary aided, foundation schools and academies are their own admission authorities and therefore responsible for determining their own admission arrangements.

### **4. Changes to Admission Arrangements**

- 4.1 Admissions priority for children adopted from state care outside of England

- The 2021 School Admissions Code (the Code) requires children who appear (to the admission authority) to have been in state care outside of England and ceased to be in state care as a result of being adopted to be given equal first priority in admission arrangements, alongside looked after children (LAC) and children who were previously looked after by English local authorities (PLAC). This advice refers to these children as internationally adopted previously looked after children – “IAPLAC”.
- 4.2 Paragraph 1.7 of the new Code - link to the [draft Code](#) - will require that highest priority is given to “looked after children and all previously looked after children, including those children who appear (to the admission authority) to have been in state care outside of England and ceased to be in state care as a result of being adopted”.
- 4.3 This new provision will necessitate variations to determined admission arrangements to take effect from 1 September 2021. Admission authorities will need to vary their admission arrangements for 2021/22 (which would have been determined by 15 February 2020) and their admission arrangements for 2022/23 (which would have been determined by 15 February 2021). Without these variations, admission arrangements that have already been determined will no longer comply with the Code from this date.
- 4.4 Therefore, the Department for Education (DfE) expectation is that the changes to admission arrangements are determined by 31<sup>st</sup> August 2021 for 2021/2022 and 2022/2023 academic years. Variations will be conditional on the Code passing through its Parliamentary process (i.e. a date on or around 1 July 2021). If any variations are agreed before then, they must be expressed to be conditional on the Code passing through Parliament. All such variations should come into effect on 1 September 2021.
- 4.5 As these variations will be necessary to comply with a mandatory requirement of the Code, it will not be necessary to refer a variation request to either the schools adjudicator (in respect of maintained schools) or the ESFA (in respect of academies).
- 4.6 How will the new IAPLAC provision affect admissions in 2021/22?  
All applications received before 1 September 2021 will have been processed in accordance with the existing (2014) Code, and offers made and places allocated will be unchanged.
- 4.7 Any applications received on or after 1 September 2021 will need to be processed in accordance with the new Code. By way of example, when dealing with in-year applications for the 2021/2022 academic year, children who are determined as being IAPLAC must be given equal highest priority with LAC and PLAC.
- 4.8 Any child who is on a waiting list for a school before 1 September 2021 and meets the definition of an IAPLAC must be ranked again on 1 September 2021 following the new Code coming into force so that the child is given equal highest priority with LAC and PLAC.

- 4.9 Responsibility for determining whether a child is eligible for IAPLAC priority rests with Croydon, as the admission authority for community schools. Subject to ministerial approval, the DfE plan to publish non-statutory guidance on the admission of IAPLAC in time for the new Code coming into force. This guidance will aim to assist and support admission authorities in assessing evidence provided by parents who want their child to be considered under the IAPLAC criterion, and will recommend that the council should request advice from the Virtual School Head, if there is in any doubt about the acceptability of evidence provided by the parent of an IAPLAC.
- 4.10 Other references to previously looked after children in the Code  
All references to previously looked after children in the Code mean children who were adopted (or subject to child arrangements orders or special guardianship orders) immediately following having been looked after as well as those children who appear (to the admission authority) to have been in state care outside of England and ceased to be in state care as a result of being adopted.
- 4.11 This means that the other provisions in the Code which apply to PLAC (for example, in relation to the admission arrangements of schools with a religious character, selective arrangements, and boarding priority) apply to IAPLAC in exactly the same way as they do to PLAC.

## **5. CONSULTATION**

- 5.1 Where the admission arrangements have not changed from the previous year there is no requirement to consult, subject to the requirement that admission authorities must consult on their admission arrangements at least once every 7 years, even if there have been no changes during that period.
- 5.2 As the government consulted on changes to the School Admissions Code and the variations will be necessary to comply with a mandatory requirement of the Code, it will not be necessary for the council to consult or refer a variation request to the OSA.

## **6. PRE-DECISION SCRUTINY**

- 6.1 This report did not go a Scrutiny meeting.

## **7 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS**

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

- 7.1.1 The responsibilities for School funding and the sources for that funding are set out in the School and Early Years Finance (England) Regulations and associated conditions of grant. All the funding for schools comes from the Dedicated Schools Grant (DSG) and does not impact on the general fund.

## **7.2 The effect of the decision**

- 7.2.1 The revised code seeks to clarify and improve the school admissions process where children are admitted to school in-year, so outside of the normal admissions round. The revised code will also provide additional information and details that will support admission authorities in discharging their duties effectively and intended to support the most vulnerable children.
- 7.2.2 The changes include introducing more detail on the process for managing in-year admissions; changes to improve the effectiveness of Fair Access Protocols; giving children adopted from state care outside of England equal admissions priority as children who were previously looked after in England; and clarification of which address to use for the admission of service or crown servant children.

## **7.3 Risks**

- 7.3.1 There are inconsequential financial risks associated with this decision.

## **7.4 Future savings/efficiencies**

- 7.4.1 Not relevant to this decision.

Approved by: Kate Bingham, (Interim) Head of Finance, Children, Families and Education on behalf of Chris Buss, (Interim) Director of Finance, Investment and Risk and Section 151 Officer.

## **8. LEGAL CONSIDERATIONS**

- 8.1 The School Admissions Code ('the Code') has been issued under Section 84 of the School Standards and Framework Act 1998 ('SSFA 1998'), which the council as an admission authority must comply with.
- 8.2 The Code has been made following a consultation under Section 85(2) of the SSFA 1998 and after being laid before Parliament for forty days. This Code comes into force on 1 September 2021 and, unless otherwise stated, applies with immediate effect. The Code applies to admissions to all maintained schools in England. It should be read alongside the School Admission Appeals Code and other guidance and law that affect admissions and admission appeals in England.
- 8.3 This Code imposes mandatory requirements and includes guidelines setting out aims, objectives and other matters in relation to the discharge of functions relating to admissions by the bodies listed below:
  - a) Admission authorities of maintained schools as defined in Section 88(1) (a) and (b) of the SSFA 1998
  - b) Governing bodies and local authorities (when not admission authorities)
  - c) Schools Adjudicators
  - d) Admission Appeal Panels.

These bodies have a statutory duty to act in accordance with the relevant provisions of the Code.

- 8.4 It is the responsibility of admission authorities to ensure that admission arrangements are compliant with this Code. Where a school is their own admission authority, this responsibility falls to the governing body or Academy Trust.

Approved by Doutimi Aseh, Interim Director of Law & Governance & Interim Deputy Monitoring Officer.

## **9. HUMAN RESOURCES IMPACT**

- 9.1 There are no direct HR implications arising from this report. Any resultant future increases or changes in staffing will be handled by schools' governing bodies in accordance with the appropriate school/council policy and procedures.

Approved by: Sue Moorman, Director of HR

## **10. EQUALITIES IMPACT**

- 10.1 The changes are required following government consultation. Pupils are allocated a school place based on the admissions criteria which aims to promote fair access to schools and are compliant with the School Admissions Code.
- 10.2 The government has made some changes to the Code which aim to improve support for the in-year admission of vulnerable children and help reduce to a minimum any gaps in their education.
- 10.3 There will also be changes to improve the effectiveness of Fair Access Protocols; giving children adopted from state care outside of England equal admissions priority as children who were previously looked after in England
- 10.4 The changes support the Council's general equality duty to have due regard to the need to eliminate unlawful conduct under the Equality Act 2010; to advance equality of opportunity and foster good relations between persons who share a protected characteristic and those who do not.

Approved by: Yvonne Okiyo, Equalities Manager

## **12. CRIME AND DISORDER REDUCTION IMPACT**

- 12.1 Children being in school will help prevent criminal and anti-social behaviour or being victim of such behavior and reduce the number of children and young people in the criminal justice system.

**13. REASONS FOR RECOMMENDATIONS**

13.1 The recommendation of this report is set out to ensure that the Council is compliant with the revised School Admission Code.

**15. DATA PROTECTION IMPLICATIONS**

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

NO

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

NO

This report does not include any personal data.

The Director of Education comments that this report is an overview of education estates and does not contain any personal data.

Approved by: Shelley Davis, Director of Education

---

**CONTACT OFFICER:**

Denise Bushay – Interim Head of Service,  
School Place Planning & Admission,  
07850882628

**APPENDICES TO THIS REPORT:**

Appendix 1 – Community Schools Admission Arrangements 2021/22

Appendix 2 – Community Schools Admission Arrangements 2022/23

**BACKGROUND DOCUMENTS:**

None



# Community Schools Admission Arrangements 2021/22

The criteria outlined below apply only to Croydon community schools.

Should any community school convert to academy status prior to September 2022, the admissions arrangements will apply as published below unless stated otherwise in their funding agreement.

Where the number of applications for a community school is higher than the published admission number, the following criteria will be applied in the order set out below to decide the allocation of places:

Children with an Education, Health & Care Plan (EHCP) that names a school will be admitted to the school before the admissions criteria are applied to all other applicants. (See note 7)

1. **Looked-after children and previously looked-after children** (see Note 1).

2. **Linked schools**

Children who are on the roll of their linked infant school at the time of application. (see Note 2).

3. **Siblings:**

Children with a brother or sister who will be in attendance at the school or the linked infant/junior school at the time of enrolment of the new pupil (see Note 3).

4. **Exceptional medical need:**

Pupils with a serious medical need for attending a particular school. (See Note 4)

Supporting professional evidence must provide specific reasons why a particular school is the only school that can meet your child's needs and the detriment that would be caused if your child had to attend another school. Your application must be supported by a GP or consultant.

**For primary age children, their need to attend a particular school because of a parent's serious and continuing medical condition may also be relevant.**

Supporting evidence should be set out on the medical form which is available online at: <https://www.croydon.gov.uk/education/schools-new/school-admissions/applications-due-to-a-medical-need> and both the completed medical form and the supporting evidence from the GP or consultant must be submitted with the application (see Note 4).

By submitting your evidence to the local authority you consent to this information being shared with the local authority's medical advisor.

#### 5. Distance:

Priority will be given to pupils living nearest to the school as measured in a straight line (see Notes 5 and 6).

#### Tiebreaker

In the event that the number of applications for places exceeds the number of places available, after application of the admissions criteria, distance will be used to decide between applications. Where distance is the same for two or more applications the authority will use random allocation.

**Note 1:** Looked-after children are defined as 'children in public care at the date on which the application is made'. Previously looked-after children are children who were looked after, but ceased to be so because they were adopted or became subject to a child arrangements order or special guardianship order, immediately after being looked-after. This includes children who appear to have been in state care outside of England and ceased to be in state care as a result of being adopted.

A child is regarded as having been in state care outside of England if they were in the care of or were accommodated by a public authority, a religious organisation or any other provider of care whose sole or main purpose is to benefit society.

If an application is made under the 'looked-after' criterion, it must be supported by:

- a letter from the relevant local authority children's services department and/or relevant documents or
- evidence which demonstrates that a child was in state care outside of England and left that care as a result of being adopted.

**Note 2:** This criterion does not include siblings on the roll of the infant school's nursery class, if it has one.

A list of all infant and junior schools is provided in the table below. The shaded schools are their own admission authority, therefore, please refer to the individual school's admissions policy.

Linked Infant School	Linked Junior School
Beulah Infant	Beulah Junior
Elmwood Infant	Elmwood Junior
The Minster Nursery and Infant	The Minster Junior

Park Hill Infant	Park Hill Junior
St Joseph's Catholic Infant and Nursery	St Joseph's Catholic Junior
St Mary's Catholic Infant	St Mary's RC Junior
Whitehorse Manor Infant and Nursery	Whitehorse Manor Junior
Winterbourne Infant	Winterbourne Junior Girls
Winterbourne Infant	Winterbourne Junior Boys

**Note 3:** A sibling is defined as a brother or sister, half-brother or sister, step brother or sister, foster-brother or sister or adopted brother or sister whose main residence is the same address as the child for whom the school place application is being made.

Children with siblings allocated a place in the Reception or Year 3 class at a linked junior school to start in September will be eligible for priority under the sibling criterion from 1 August each year when this local authority opens waiting lists for the new academic year.

In the case of in-year admissions, eligibility for sibling priority will apply at the time of an offer.

This criterion does not include siblings on the roll of the school's nursery class, if it has one.

**Note 4:** All schools have experience in dealing with children with a range of medical needs and all schools are required to make reasonable adjustments in order to do this.

In a very few exceptional cases, however, there may be reasons why a child needs to attend a specific school and this could be due to the child's medical need or the medical condition of the parent or the main carer with responsibility for the child. Providing evidence does not guarantee that a child will be given priority at a particular school and in each case a decision will be made based on the merits of the case and whether the evidence demonstrates that a placement should be made at one particular school above any other.

If you feel there are exceptional reasons for your child to be considered for a priority placement at a particular school, you must indicate this in the section provided in your application, and complete the medical form which is available online at: : <https://www.croydon.gov.uk/education/schools-new/school-admissions/applications-due-to-a-medical-need> setting out the reasons to support your case.

All requests for priority consideration on medical grounds must be supported in writing by a doctor or consultant, and this must make clear which school you are making a special case for, the reason why it is necessary for your child to attend this school in particular, and the difficulties it will cause for your child to attend another school.

It is for you to decide how to support your case and what documents to provide but these must be submitted, together with the completed medical form and supporting statement by the GP/consultant, by the closing date of **15 January 2022**. The admissions team is not responsible for chasing you to submit medical evidence or for

contacting professionals for information about your case. Any decision will be based on documents you submit by the closing date.

The local authority, using guidance received from Croydon's admissions panel (this is comprised of professionals from health and education), will decide whether an application for a school is to be prioritised on medical grounds, in light of the medical evidence submitted by the parent for their child to attend this particular school. Claims for priority of admission on medical grounds submitted after a decision on the original application has been made will only be considered if the documents submitted were not readily available at the time of application or if they relate to a new medical condition. Any submission made after the initial application must be supported by details of how the circumstances have changed since the original application and by further professional evidence.

Applicants who submit supporting information on medical grounds will not be advised whether their application is likely to be successful prior to the offer of places on 16 April 2022. If evidence is received after the closing date of 15 January 2022, it will not be taken into account until after places have been offered on 16 April 2022.

**Note 5:** 'Home' is defined as the address where the child normally resides Monday to Friday as their only or principal residence.

Addresses involving child-minding (professional or relatives) are excluded. There have been occasions when parents/carers have tried to use false addresses to obtain a place at a school. To prevent this happening, Croydon Council undertakes checks using an address verification tool called Datatank. If after these checks have taken place, we cannot be satisfied that the address is the parent and child's normal place of residence, the parent/carer will be asked to provide further proof of their home address. In this instance two forms of address verification will be required: a solicitor's letter confirming completion of contract or a tenancy agreement along with a recent utility bill in the applicant's name.

If the parent/carer is found to have used a false address or deliberately provided misleading information to obtain a school place, the offer will be withdrawn.

Should there be doubts about the address to be used, parents/carers may be asked to provide evidence concerning the child's normal place of residence. This could include a court order stating where the child should live during the course of the week. The local authority would expect that the parent/carer with whom the child is normally resident receives the child benefit for the child. If the residence is split equally between both parents, the home address may be determined to be the address where the child is registered with the doctor. This may be used to determine the normal place of residence for the purpose of measuring the home to school distance.

If parents/carers have more than one property they may be required to provide proof of the normal place of residence for the child.

## **The processing of applications outside England for admission to school within the normal admissions rounds (excluding Crown servants)**

Applications with an address outside England can only be accepted for processing when this local authority is satisfied that there is **evidence of a link to an address in its area** and that **the child will be resident at that address on or before the date of admission** (i.e.start of September). Such evidence must include:

- Booked travel tickets and
- End of lease/notice to tenants in Croydon property or
- Start of employment contract in the Croydon area or
- End of employment contract abroad

The address outside England will apply until such time as there is evidence of a child's return to the linked address. In the event that a family does not return to the linked address provided by the start of September, this local authority will withdraw the application submitted and any offer made.

**Note 6:** The distance will be measured in a straight line from the child's home address to the designated entrance(s) of the school using a computerised measuring system (GIS) and geographical reference points as provided by the National Land and Property Gazetteer (NLPG). Those living closer to the school will receive higher priority.

If a child lives in a shared property such as flats, the geographical references will determine the start point within the property boundaries to be used for distance calculation purposes.

Distance measurements can be obtained using various internet sources however these do not replicate the system used by Croydon Council. Additionally, the distance measurement which can be obtained from the Croydon website using the 'Find It' link on the home page will not always be identical to that of the measurement obtained using the Croydon school admissions measuring tool (known as GIS) as the 'Find It' link is set up to measure to a range of council facilities and is not set up to measure for school admission purposes. It also does not give measurements to three decimal points.

### **Note 7: Education, Health and Care Plan**

An Education, Health and Care plan (EHCP) is an integrated support plan for children and young people with complex special needs and disabilities. The plan gives a detailed description of the range of difficulties a child is facing and the level and type of provision required to help the child make progress and achieve positive outcomes.

### **Child minding arrangements:**

Child-minding cannot be taken into account when allocating places at oversubscribed community schools.

### **Children attending a nursery class attached to an infant or primary school**

Parents of children attending the nursery class at an infant or primary school must apply for a reception class place in the usual way. These children are not guaranteed a reception place at the school where they are attending the nursery class.

All applications are considered strictly in accordance with a school's admission criteria. Unless otherwise stated, children on the roll of a school's nursery class are not given priority admission into a reception class.

### **Twins/triplets or other multiple births for admission into an infant class**

If you are applying for twins, or children from a multiple birth, and there is only one place available at the school, legislation allows us to admit them all i.e. all siblings from a multiple birth.

### **Waiting lists**

If you are offered a place at a school through the in-year admissions process and you have also expressed a higher preference for another school or other schools, you will not be placed on the waiting list for your higher preference school/schools. You may request for your child to be added to the waiting list by completing the 'waiting list request' form available on the website.

In-year waiting lists are maintained for one academic year and applicants who have been unsuccessful for their preferred school(s) and who wish to remain on the waiting list are required to re-apply the following academic year.

Waiting lists for community schools for applicants who applied as part of the main admissions rounds are held for the first term of the reception year and thereafter, applicants are required to complete the local authority's in-year common application form (ICAF) if they wish to remain on the waiting list.

### **Admission of children below compulsory school age deferred entry to school**

Parents can defer the date their child is admitted to the school year but not beyond the point at which they reach compulsory school age and not beyond the beginning of the final term of the school year for which the application was made. Parents can also take up a part-time place until later in the school year but not beyond the point at which they reach compulsory school age.

A child reaches compulsory school age the term after their fifth birthday. Therefore, if you are offered a reception class place at a school, you can opt to defer your child's start date, but they MUST start full time school following their fifth birthday by the dates given below:

- Children born on or between 1 September and the end of December must start full time school by the beginning of the spring term in January
- Children born from 1 January to the end of March must start full time school on 1 April
- Children born from 1 April to the end of August must start school at the beginning of the autumn term in September.

The local authority's expectation is that a child born between 1 April and 31 August should start the reception class at the beginning of the summer term at the latest. However, parents may choose that their child does not start school until the September (beginning of the autumn term) following their fifth birthday. Parents must note the place cannot be held open beyond the summer term, this will mean that as their child will be a year one pupil when they join, parents will need to apply for a year one school place, using the in-year application form.

### Admission of children outside their normal age group

Parents may request that their child is exceptionally admitted outside their normal age group. The admission authority will decide whether or not the individual child's circumstances make this appropriate on educational grounds.

*It is the expectation of Croydon Council that a child is educated alongside his/her age equivalent peers, in almost all cases. We would strongly advise that all children enter into their normal year group. The responsibility for addressing individual educational needs lies with the school through an appropriately differentiated and enriched curriculum.*

Parents must submit their request for their child to be educated outside their normal year group by completing the local authority online form at:

<https://www.croydon.gov.uk/education/schools-new/school-admissions/admission-outside-of-normal-year-group/admission-outside-normal-year-group-request>

Parents should include evidence from a relevant professional detailing their child's needs and circumstances which make education outside the normal age group necessary. This could include:

- Evidence from a health or social care professional who is involved in the care or treatment of the child e.g. speech and language therapist, social worker, paediatrician.
- The view of any nursery or other early years setting the child attends and any records of the child's development.
- The progress the child has made in an early years setting, including the rate of progress.
- Whether the child's premature birth has caused health problems or developmental delays that mean the child would benefit from a delayed school start.

Decisions are made on the basis of the circumstances of each case and in the best interest of the child. This will require the admission authority to take account of the child's individual needs and abilities and to consider whether these can best be met in reception or year one. It will also involve taking account of the potential impact on the child of being admitted to year one without first having completed the reception year. The admission authority will consider:

- Parents' views.
- Information relating to the child's academic, social and emotional development, where relevant medical history and the views of a medical professional.
- Any previous history of a child being educated outside of their normal age group.
- If a child was born prematurely, the age group the child would have fallen if the child had been born on time.
- Views of the head teacher of the school(s) concerned.



## Community Schools Admission Arrangements 2022/23

The criteria outlined below apply only to Croydon community schools.

Should any community school convert to academy status prior to September 2022, the admissions arrangements will apply as published below unless stated otherwise in their funding agreement.

Where the number of applications for a community school is higher than the published admission number, the following criteria will be applied in the order set out below to decide the allocation of places:

Children with an Education, Health & Care Plan (EHCP) that names a school will be admitted to the school before the admissions criteria are applied to all other applicants. (See note 7)

1. **Looked-after children and previously looked-after children** (see Note 1).

2. **Linked schools**

Children who are on the roll of their linked infant school at the time of application. (see Note 2).

3. **Siblings:**

Children with a brother or sister who will be in attendance at the school or the linked infant/junior school at the time of enrolment of the new pupil (see Note 3).

4. **Exceptional medical need:**

Pupils with a serious medical need for attending a particular school. (See Note 4)

Supporting professional evidence must provide specific reasons why a particular school is the only school that can meet your child's needs and the detriment that would be caused if your child had to attend another school. Your application must be supported by a GP or consultant.

**For primary age children, their need to attend a particular school because of a parent's serious and continuing medical condition may also be relevant.**

Supporting evidence should be set out on the medical form which is available online at: <https://www.croydon.gov.uk/education/schools-new/school-admissions/applications-due-to-a-medical-need> and both the completed medical form and the supporting evidence from the GP or consultant must be submitted with the application (see Note 4).

By submitting your evidence to the local authority you consent to this information being shared with the local authority's medical advisor.

### 5. Distance:

Priority will be given to pupils living nearest to the school as measured in a straight line (see Notes 5 and 6).

### Tiebreaker

In the event that the number of applications for places exceeds the number of places available, after application of the admissions criteria, distance will be used to decide between applications. Where distance is the same for two or more applications the authority will use random allocation.

**Note 1:** Looked-after children are defined as 'children in public care at the date on which the application is made'. Previously looked-after children are children who were looked after, but ceased to be so because they were adopted or became subject to a child arrangements order or special guardianship order, immediately after being looked-after. This includes children who appear to have been in state care outside of England and ceased to be in state care as a result of being adopted.

A child is regarded as having been in state care outside of England if they were in the care of or were accommodated by a public authority, a religious organisation or any other provider of care whose sole or main purpose is to benefit society.

If an application is made under the 'looked-after' criterion, it must be supported by:

- a letter from the relevant local authority children's services department and/or relevant documents or
- evidence which demonstrates that a child was in state care outside of England and left that care as a result of being adopted.

**Note 2:** This criterion does not include siblings on the roll of the infant school's nursery class, if it has one.

A list of all infant and junior schools is provided in the table below. The shaded schools are their own admission authority, therefore, please refer to the individual school's admissions policy.

Linked Infant School	Linked Junior School
Beulah Infant	Beulah Junior
Elmwood Infant	Elmwood Junior
The Minster Nursery and Infant	The Minster Junior
Park Hill Infant	Park Hill Junior
St Joseph's Catholic Infant and Nursery	St Joseph's Catholic Junior

St Mary's Catholic Infant	St Mary's RC Junior
Whitehorse Manor Infant and Nursery	Whitehorse Manor Junior
Winterbourne Infant	Winterbourne Junior Girls
Winterbourne Infant	Winterbourne Junior Boys

**Note 3:** A sibling is defined as a brother or sister, half-brother or sister, step brother or sister, foster-brother or sister or adopted brother or sister whose main residence is the same address as the child for whom the school place application is being made.

Children with siblings allocated a place in the Reception or Year 3 class at a linked junior school to start in September will be eligible for priority under the sibling criterion from 1 August each year when this local authority opens waiting lists for the new academic year.

In the case of in-year admissions, eligibility for sibling priority will apply at the time of an offer.

This criterion does not include siblings on the roll of the school's nursery class, if it has one.

**Note 4:** All schools have experience in dealing with children with a range of medical needs and all schools are required to make reasonable adjustments in order to do this.

In a very few exceptional cases, however, there may be reasons why a child needs to attend a specific school and this could be due to the child's medical need or the medical condition of the parent or the main carer with responsibility for the child. Providing evidence does not guarantee that a child will be given priority at a particular school and in each case a decision will be made based on the merits of the case and whether the evidence demonstrates that a placement should be made at one particular school above any other.

If you feel there are exceptional reasons for your child to be considered for a priority placement at a particular school, you must indicate this in the section provided in your application, and complete the medical form which is available online at: : <https://www.croydon.gov.uk/education/schools-new/school-admissions/applications-due-to-a-medical-need> setting out the reasons to support your case.

All requests for priority consideration on medical grounds must be supported in writing by a doctor or consultant, and this must make clear which school you are making a special case for, the reason why it is necessary for your child to attend this school in particular, and the difficulties it will cause for your child to attend another school.

It is for you to decide how to support your case and what documents to provide but these must be submitted, together with the completed medical form and supporting statement by the GP/consultant, by the closing date of **15 January 2022**. The admissions team is not responsible for chasing you to submit medical evidence or for contacting professionals for information about your case. Any decision will be based on documents you submit by the closing date.

The local authority, using guidance received from Croydon's admissions panel (this is comprised of professionals from health and education), will decide whether an application for a school is to be prioritised on medical grounds, in light of the medical evidence submitted by the parent for their child to attend this particular school. Claims for priority of admission on medical grounds submitted after a decision on the original application has been made will only be considered if the documents submitted were not readily available at the time of application or if they relate to a new medical condition. Any submission made after the initial application must be supported by details of how the circumstances have changed since the original application and by further professional evidence.

Applicants who submit supporting information on medical grounds will not be advised whether their application is likely to be successful prior to the offer of places on 16 April 2022. If evidence is received after the closing date of 15 January 2022, it will not be taken into account until after places have been offered on 16 April 2022.

**Note 5:** 'Home' is defined as the address where the child normally resides Monday to Friday as their only or principal residence.

Addresses involving child-minding (professional or relatives) are excluded. There have been occasions when parents/carers have tried to use false addresses to obtain a place at a school. To prevent this happening, Croydon Council undertakes checks using an address verification tool called Datatank. If after these checks have taken place, we cannot be satisfied that the address is the parent and child's normal place of residence, the parent/carer will be asked to provide further proof of their home address. In this instance two forms of address verification will be required: a solicitor's letter confirming completion of contract or a tenancy agreement along with a recent utility bill in the applicant's name.

If the parent/carer is found to have used a false address or deliberately provided misleading information to obtain a school place, the offer will be withdrawn.

Should there be doubts about the address to be used, parents/carers may be asked to provide evidence concerning the child's normal place of residence. This could include a court order stating where the child should live during the course of the week. The local authority would expect that the parent/carer with whom the child is normally resident receives the child benefit for the child. If the residence is split equally between both parents, the home address may be determined to be the address where the child is registered with the doctor. This may be used to determine the normal place of residence for the purpose of measuring the home to school distance.

If parents/carers have more than one property they may be required to provide proof of the normal place of residence for the child.

## **The processing of applications outside England for admission to school within the normal admissions rounds (excluding Crown servants)**

Applications with an address outside England can only be accepted for processing when this local authority is satisfied that there is **evidence of a link to an address in its area** and that **the child will be resident at that address on or before the date of admission** (i.e.start of September). Such evidence must include:

- Booked travel tickets and
- End of lease/notice to tenants in Croydon property or
- Start of employment contract in the Croydon area or
- End of employment contract abroad

The address outside England will apply until such time as there is evidence of a child's return to the linked address. In the event that a family does not return to the linked address provided by the start of September, this local authority will withdraw the application submitted and any offer made.

**Note 6:** The distance will be measured in a straight line from the child's home address to the designated entrance(s) of the school using a computerised measuring system (GIS) and geographical reference points as provided by the National Land and Property Gazetteer (NLPG). Those living closer to the school will receive higher priority.

If a child lives in a shared property such as flats, the geographical references will determine the start point within the property boundaries to be used for distance calculation purposes.

Distance measurements can be obtained using various internet sources however these do not replicate the system used by Croydon Council. Additionally, the distance measurement which can be obtained from the Croydon website using the 'Find It' link on the home page will not always be identical to that of the measurement obtained using the Croydon school admissions measuring tool (known as GIS) as the 'Find It' link is set up to measure to a range of council facilities and is not set up to measure for school admission purposes. It also does not give measurements to three decimal points.

### **Note 7: Education, Health and Care Plan**

An Education, Health and Care plan (EHCP) is an integrated support plan for children and young people with complex special needs and disabilities. The plan gives a detailed description of the range of difficulties a child is facing and the level and type of provision required to help the child make progress and achieve positive outcomes.

### **Child minding arrangements:**

Child-minding cannot be taken into account when allocating places at oversubscribed community schools.

### **Children attending a nursery class attached to an infant or primary school**

Parents of children attending the nursery class at an infant or primary school must apply for a reception class place in the usual way. These children are not guaranteed a reception place at the school where they are attending the nursery class.

All applications are considered strictly in accordance with a school's admission criteria. Unless otherwise stated, children on the roll of a school's nursery class are not given priority admission into a reception class.

### **Twins/triplets or other multiple births for admission into an infant class**

If you are applying for twins, or children from a multiple birth, and there is only one place available at the school, legislation allows us to admit them all i.e. all siblings from a multiple birth.

### **Waiting lists**

If you are offered a place at a school through the in-year admissions process and you have also expressed a higher preference for another school or other schools, you will not be placed on the waiting list for your higher preference school/schools. You may request for your child to be added to the waiting list by completing the 'waiting list request' form available on the website.

In-year waiting lists are maintained for one academic year and applicants who have been unsuccessful for their preferred school(s) and who wish to remain on the waiting list are required to re-apply the following academic year.

Waiting lists for community schools for applicants who applied as part of the main admissions rounds are held for the first term of the reception year and thereafter, applicants are required to complete the local authority's in-year common application form (ICAF) if they wish to remain on the waiting list.

### **Admission of children below compulsory school age deferred entry to school**

Parents can defer the date their child is admitted to the school year but not beyond the point at which they reach compulsory school age and not beyond the beginning of the final term of the school year for which the application was made. Parents can also take up a part-time place until later in the school year but not beyond the point at which they reach compulsory school age.

A child reaches compulsory school age the term after their fifth birthday. Therefore, if you are offered a reception class place at a school, you can opt to defer your child's start date, but they **MUST** start full time school following their fifth birthday by the dates given below:

- Children born on or between 1 September and the end of December must start full time school by the beginning of the spring term in January
- Children born from 1 January to the end of March must start full time school on 1 April
- Children born from 1 April to the end of August must start school at the beginning of the autumn term in September.

The local authority's expectation is that a child born between 1 April and 31 August should start the reception class at the beginning of the summer term at the latest. However, parents may choose that their child does not start school until the September (beginning of the autumn term) following their fifth birthday. Parents must note the place cannot be held open beyond the summer term, this will mean that as their child will be a year one pupil when they join, parents will need to apply for a year one school place, using the in-year application form.

### **Admission of children outside their normal age group**

Parents may request that their child is exceptionally admitted outside their normal age group. The admission authority will decide whether or not the individual child's circumstances make this appropriate on educational grounds.

*It is the expectation of Croydon Council that a child is educated alongside his/her age equivalent peers, in almost all cases. We would strongly advise that all children enter into their normal year group. The responsibility for addressing individual educational needs lies with the school through an appropriately differentiated and enriched curriculum.*

Parents must submit their request for their child to be educated outside their normal year group by completing the local authority online form at:

<https://www.croydon.gov.uk/education/schools-new/school-admissions/admission-outside-of-normal-year-group/admission-outside-normal-year-group-request>

Parents should include evidence from a relevant professional detailing their child's needs and circumstances which make education outside the normal age group necessary. This could include:

- Evidence from a health or social care professional who is involved in the care or treatment of the child e.g. speech and language therapist, social worker, paediatrician.
- The view of any nursery or other early years setting the child attends and any records of the child's development.
- The progress the child has made in an early years setting, including the rate of progress.
- Whether the child's premature birth has caused health problems or developmental delays that mean the child would benefit from a delayed school start.

Decisions are made on the basis of the circumstances of each case and in the best interest of the child. This will require the admission authority to take account of the child's individual needs and abilities and to consider whether these can best be met in reception or year one. It will also involve taking account of the potential impact on the child of being admitted to year one without first having completed the reception year. The admission authority will consider:

- Parents' views.
- Information relating to the child's academic, social and emotional development, where relevant medical history and the views of a medical professional.
- Any previous history of a child being educated outside of their normal age group.
- If a child was born prematurely, the age group the child would have fallen if the child had been born on time.
- Views of the head teacher of the school(s) concerned.



**For General Release**

<b>REPORT TO:</b>	<b>CABINET 7<sup>th</sup> June 2021</b>
<b>SUBJECT:</b>	<b>Report in the Public Interest – Quarter 1 Update</b>
<b>LEAD OFFICER:</b>	<b>Asmat Hussain, Interim Executive Director of Resources</b>
<b>CABINET MEMBER:</b>	<b>Councillor Hamida Ali, Leader of the Council</b>
<b>WARDS:</b>	<b>All</b>

**COUNCIL PRIORITIES 2020-2024**

This covering report provides an overview of the work that has been progressed to achieve the recommendations as set out in the Report in the Public Interest. It focuses on the actions that have been progressed since the update that went to Cabinet on the 12<sup>th</sup> April 2021. Specifically on the 24 actions that were set between April and May 2021 and the 30 progressed actions to be completed by the end of June 2021.

The Action Plan for the Report in the Public Interest has been incorporated into the Croydon Renewal Plans and represents one of the 11 programmes of work being delivered.

The action plan covers a wide range of areas including financial management, governance, staff training, assets and budget development all of which are core elements of any strategy to ensure services are delivered in a responsive manner with a focus on value for money for our residents.

**FINANCIAL IMPACT**

This report will have no direct financial impact on the borough as its focus is on updating against the recommendations as accepted by the Council in November 2020. Some of the recommendations implemented will have an attached financial cost. This will be included in the costs of the overall improvement plan being developed for the Council and will be reported to Members when these are fully known. This will need to be contained within the existing approved budget for 2021/22.

The external auditor’s costs have totaled £65,000 to date.

**FORWARD PLAN KEY DECISION REFERENCE NO.:** This is not a key decision

The Leader of the Council has delegated to the Cabinet the power to make the decisions set out in the recommendations below

**1. RECOMMENDATIONS**

The Cabinet is recommended to

- 1.1 Note and agree the progress the Council has made in regard to achieving the recommendations set out by external auditor in the Report in the Public Interest (appendix 1) with 55 out of 99 actions complete;

- 1.2 Note the beginning of work to properly evidence what has been achieved so far and the intention to carry out an internal audit of actions delivered to provide full assurance to members and residents on the change achieved;
- 1.3 Agree the refreshed action plan for the recommendations including actions marked complete, new actions and amended deadlines; and
- 1.4 Agree that this updated report and action plan go to Full Council in place of the previously agreed April 12<sup>th</sup> Cabinet Report as it is more up to date.

**2. EXECUTIVE SUMMARY**

- 2.1 On 23<sup>rd</sup> October 2020 the Council’s external auditor, Grant Thornton, issued a Report in the Public Interest (RIPI) concerning the Council’s financial position and related governance arrangements. In line with the statutory framework for the RIPI, the Council held an Extraordinary Council meeting on 19<sup>th</sup> November 2020 to discuss the report and the proposed action plan to address it.
- 2.2 The previous update, approved by Cabinet on the 12<sup>th</sup> April, provided a comprehensive progress update across all recommendations and also agreed the refreshed RIPI Action Plan having incorporated views from both the Scrutiny and Overview Committee (SOC) and General Purposes and Audit Committee (GPAC). This covering report represents the first quarterly Update on the RIPI response based on activity this financial year. It focuses on actions that were set to be complete by close of April and May 2021, as well as updating against actions set to be delivered by the end of June 2021.
- 2.3 This report also sets out the current approach to reporting for the remainder of this financial year. Cabinet is to note the reporting schedule as agreed previously across GPAC, SOC, Cabinet and Council. Additionally, Cabinet should note the ongoing discussions to review this reporting schedule to assess the best approach to provide effective updates to Council members as appropriate whilst limiting duplication. This is being aligned with the current review of the Council’s current meeting governance.

**3. HIGH LEVEL UPDATE ON THE ACTION PLAN**

- 3.1 Statistics on the number of actions complete and outstanding are below. Full detail can be seen in appendix 1.

Number of actions	Number of actions completed	Number of actions outstanding
99	55	44

- 3.2 The Council has completed 55 Actions to date with 20 delivered since the April 12<sup>th</sup> Cabinet report. Further actions have been progressed as required however, the Council acknowledges that achieving the desired outcome (e.g. co-creating a working environment that respects and values all our staff and take positive action to ensure that this is the case” LBC 4 – IV) will be a long-

term process and the Council is therefore committed to providing updates in further quarterly reports and keeping the actions open. A further 11 actions are set to be finalised by the end of June. Progress updates have been provided against all of these and all other outstanding actions (appendix 1).

3.3 Whilst good progress has been made, the Council cannot lose sight on the 44 actions that still need to be completed and has to continue to monitor actions delivered previously to ensure momentum is maintained and they have the impact expected. The Council will continue to drive to ensure actions are completed by deadline and any concerns escalated are mitigated against.

3.4 The table below sets out the actions identified as high priority by the external auditor with a RAG rating.

High Priority Action	Actions Completed/Total Actions	Rag
R1a Children's Social Care	5/5  (was 1/5 per 12 <sup>th</sup> April Update)	Actions are now complete with monthly Finance, Performance & Risk reports scheduled for Cabinets going forward.  The RAG rating has therefore been shifted to green following on from the April 12 <sup>th</sup> update.
R1b Adult Social Care	8/9  (was 4/9 per 12 <sup>th</sup> April Update)	The outstanding action relates to the offer and deliver of training to members. Whilst an initial training offer has been compiled, work is still ongoing to approve the training offer. The meeting to approve is expected to be arranged by the end of June at the latest.  There is potential this will slip into amber therefore in the future due to the risk of delay.
R2 Adequacy of Council Reserves	2/4	The outstanding actions relate to the offer and deliver of training to members. Whilst an initial training offer has been compiled, work is still ongoing to approve the training offer. The meeting to approve is expected to be arranged by the end of June at the latest.

		There is potential this will slip into amber therefore in the future due to the risk of delay.
R3 Use of Transformation Funding	1/2 (was 0/2 per 12 <sup>th</sup> April Update)	The outstanding action relates to the offer and deliver of training to members. Whilst an initial training offer has been compiled, work is still ongoing to approve the training offer. The meeting to approve is expected to be arranged by the end of June at the latest.  There is potential this will slip into amber therefore in the future due to the risk of delay.
R9 Budget Challenge/Rigour	5/5 – Marked complete in 12 <sup>th</sup> April Update	
R12 Revolving Investment Fund	3/3 – Marked complete in 12 <sup>th</sup> April Update	
R14 Treasury Management	2/2– Marked complete in 12 <sup>th</sup> April Update	
R18 Ongoing investment in Brick by Brick	1/1– Marked complete in 12 <sup>th</sup> April Update	
R20 Governance of subsidiaries	0/9	A task and finish group has now been established with Legal and Finance to work through the existing list of companies that the Council has an interest in.  The group has been operating since April 2021 and is undertaking work around the governance process, directorships, status and relationship with its third party companies as well as assist in elements of the wider asset management review.

		This recommendation will continue to be marked as amber. Work has progressed across all actions however, no actions have yet been fully delivered. (see 4.3 for further details)
--	--	--

3.5 To ensure aligned with the wider Croydon Renewal Plan activities the following criteria was utilised as developed by the PMO Steering Group.

Rag Definitions used:

Green - no known blockers to delivery

Amber - blockers to delivery with mitigations in place/planned

Red - blockers to delivery with no resolution identified

#### 4. KEY MILESTONES ACHIEVED THIS UPDATE

4.1 A comprehensive summary of actions taken to date across all recommendations is contained within the refreshed action plan in appendix 1. This section provides some additional information on key achievements delivered since the April 12<sup>th</sup> Cabinet paper

4.2 At Cabinet on June 7<sup>th</sup> the Council will be presenting the first iteration of its monthly Corporate Finance, Performance and Risk report. These reports are being introduced to improve the corporate performance offer across the Council and provide updates on key performance indicators to monitor the delivery of actions against the Croydon Renewal Plan. The June 7<sup>th</sup> iteration will provide a final set of CRP measures, and targets set to date, as well as a further update on the work streams in place to produce a full set of corporate performance reports by September 2021 Cabinet.

4.3 RIPI recommendation 20, in particular, is a complex and resource intensive task. A working group has been established with representatives from finance and legal to review the Council's arrangement with its subsidiaries and companies it has an interest in. This group meets fortnightly and is currently established as a task and finish group with the aim of gathering information and recommending future governance arrangements. An initial review of Council registered companies has taken place to attain an understanding of the scope of work to be undertaken. A list of Council Companies has been created, which is in the process of being assessed. This task involves various officers across service areas reporting to the working group in respect of companies they are involved with. In parallel to the auditing work, the working group is considering future governance arrangements including benchmarking and best practice. It is envisaged that the working group will need to continue its work for the foreseeable future before the governance arrangements, including training, can be commenced. Further updates will be offered each quarter.

4.4 The Cost of Care tool, referred to in recommendation 1b (VIII), was procured a few years ago to enable adult social care to review how change in activity and

- service models might effect the budget. It was utilised as part of the October 2020 budget development analysis to help adult social care in its forecast of activity and spend to support budget setting. In future years the tool is superseded by the budget development advice provided through the Local Government Association. A separate tool called CareCubed is in the process of being acquired. It is a benchmarking tool that allows adult social care to acquire an indicative cost of placing an individual aligned with their assessed care and support needs. This indicative amount is then used to aid contract negotiations with providers. The tool has successfully enabled savings in other Council's and will be tested in Croydon over the next 12 months. (Recommendation 1b),
- 4.5 A training offer for Councillors has been compiled with reference to the RIPI Action Plan to ensure all aspects have been picked up. Following approval at the relevant Council meeting, action will quickly be taken to schedule and deliver training over the course of this financial year. Work is ongoing to approve the training offer, this is expected to be arranged by the end of June at the latest. A further refreshed training programme for members will be prepared later in the year for 2022, to ensure members have a framework of learning to support Council decision-making.
- 4.6 The Council has revised the approach to transformation funding to ensure that it is compliant with regulations issued by MHCLG. The guidance requires Full Council to approve the council's scheme, which is being drafted in line with Statutory guidance. Bids for transformation funding have been requested from departments and are currently being assessed against the statutory guidance. Following assessment they will be presented to cabinet for approval (recommendation 4).
- 4.7 On March 26<sup>th</sup> the Council held a virtual Croydon Renewal Conference. The purpose of the sessions delivered on this day was to share with all staff the challenges facing the Council and the core priorities that were to be achieved by September 2021. In addition, the sessions established that achieving the improvement journey facing the Council was the responsibility of all staff and everyone had to contribute to the process and cultural changes necessary to drive the Council to where it needs to be. Further to the conference, the Interim CEO and Assistant Chief Executive have continued to engage with staff, through 14 staff roadshows attend by nearly 530 people, to allow them to give feedback on the direction of the organisation and share any concerns. An engagement strategy until October 2021 has been set out regarding the Croydon Renewal Plan to maintain momentum and ensure the Council continues to be open with staff about its situation and progress (Recommendation LBC 4) .
- 4.8 Children's Services have made progress managing the sustained financial challenge resulting from Croydon being a national point of entry for Unaccompanied Asylum Seeking Children. The service has met with central government partners including the Home Office, Department for Education and MHCLG to secure practical support to relieve the financial pressures. These discussions have delivered cost savings for Croydon including full cost recovery for the age assessment team and the Duty Team at Lunar House (approximately £595k per annum agreed over 2021-22). The Council has also lobbied London Boroughs successfully to extend the pan-London rota to offer

same day placements to all newly arrived Children at Lunar House for a period of 3 months whilst a longer term solution is agreed with central government. A paper will be presented to Cabinet on June 7<sup>th</sup> providing a detailed update on the work carried out and setting out potential next steps (recommendation 6 and 7).

## 5. FUTURE UPDATES ON THE REPORT IN THE PUBLIC INTEREST

- 5.1 The RIPI action plan has been incorporated into the wider Croydon Renewal Plan and forms 1 of the 11 programmes of work aiming to support the Council's financial recovery, improve governance arrangements and drive operational improvement. The Croydon Renewal Plan currently consists of nearly 400 recommendations which are to be delivered within the next 5 years.
- 5.2 Per the action plan (appendix 1), quarterly RIPI updates are to be provided to GPAC, SOC, Council and Cabinet. This update will be presented directly to GPAC on the 10<sup>th</sup> June, SOC on the 15<sup>th</sup> June and Full Council on the 5<sup>th</sup> July.
- 5.3 The dates for the remaining updates this financial year are in the table shown below

5.4

<b>RIPI Update Report</b>	<b>SOC</b>	<b>Cabinet Date</b>	<b>Full Council</b>	<b>GPAC</b>
Q.2 Update	7 <sup>th</sup> Sept	13 <sup>th</sup> Sept	11 <sup>th</sup> October	16 <sup>th</sup> Sept
Q.3 Update	8 <sup>th</sup> February	24 <sup>th</sup> January	31 <sup>st</sup> January	3 <sup>rd</sup> Feb
Q.4 Update	29 <sup>th</sup> March	21 <sup>st</sup> March	28 <sup>th</sup> March	3 <sup>rd</sup> March

- 5.5 The RIPI action plan is closely aligned with the Corporate Finance, Performance and Risk reporting. From June 2021, these are set to come to GPAC, SOC and Cabinet on a monthly basis.
- 5.6 It is recognised that the above schedule consists of levels of duplication and the Council is reviewing mechanisms and alternative reporting structures that will increase efficiency whilst providing adequate oversight to members on progress made delivering the action plan. Any such alternative approaches will need to give due regard to the role of our external partners and the wider community.
- 5.7 The review of how both the RIPI and Corporate Finance, Performance and Risk Reporting will be reported across Council meetings will be finalised by August 2021 with the intention to implement a new approach by September 2021.

## **6. EVIDENCING CHANGE**

- 6.1 An Internal audit of the actions marked complete in the RIPI action plan has commenced. Officers will be reviewing a sample of completed actions to give reasonable assurance that they have indeed been fully delivered. The first outcomes from this review will be shared via the Q.2 RIPI Update set for September Cabinet.
- 6.2 Beyond simply ensuring that an action is completed the audit will be evaluating the effectiveness of the delivery and focusing in part on the culture change the RIPI recommendations were set to drive. The RIPI represents only part of the wider Croydon Renewal Improvement Plan and it is recognised that the Council will need to continually promote a good culture and change old working practices well beyond the action plan's completion to embed the changes needed.
- 6.3 The internal audit will be completed in stages, actions marked complete in the April 12<sup>th</sup> Cabinet Report have been initially provided for checking (appendix 2).

## **7. CONSULTATION**

- 7.1 The action plan has been previously reviewed by both GPAC and the SOC who made recommendations to enhance what was being progressed. These changes were approved by Cabinet on 12<sup>th</sup> April 2021. Services have been directly engaged with to ensure updates were recorded accurately and contained the most up to date information.

## **8. PRE-DECISION SCRUTINY**

- 8.1 The latest update is set to be presented at the SOC on June 15<sup>th</sup> to allow attending Councillors to review work to date and give input. The SOC has previously given input to the development of the RIPI Action Plan in a committee on the 18<sup>th</sup> January.

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

- 9.1 To date, the external auditor's costs have totalled £65,000 as updated in the April 12<sup>th</sup> paper.
- 9.2 The Council is working to deliver the overarching improvement plan, of which the RIPI action plan forms a key part. Costs will be incurred delivering many of the actions contained within the plan and these will be presented to Members as the Council's Improvement Journey progresses. Any costs will need to be contained within existing budget provisions .

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



## **10. LEGAL CONSIDERATIONS**

- 10.1 The Report in the Public Interest (“the Report”) dated 23 October 2020 was issued under the provisions of the Local Audit and Accountability Act 2014 (“the Act”). The Council must comply with the requirements of the Act in responding to the Report.
- 10.2 Under the provisions of paragraph 5(5) and (6) of Schedule 7 to the Act, the Council must decide within a period of one month whether the Report requires the authority to take any action or whether the recommendations are to be accepted. It must also decide what, if any, action is to be taken in response to the Report and its recommendations. The Report was considered at the Council meeting on 19 November when all of the Report’s recommendations R1 – R20 and additional recommendations LBC1 – LBC3 were agreed together with an Action Plan in response to each of the recommendations. A further recommendation LBC4 was added following additional consultation. Paragraph 7 goes on to provide that the authority’s functions under paragraph 5 are not to be the responsibility of the executive.
- 10.3 Paragraph 10(1) of the Act provides that after considering the Report and its response to it, the Council must notify the external auditor of its decisions, and publish a notice on its website containing a summary of those decisions which has been approved by the external auditor.
- 10.4 At the time of writing this report, all of the relevant requirements of the Act have been complied with.
- 10.5 Any additional legal considerations arising from individual workstreams will be assessed as projects and actions come forward.

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

## **11. HUMAN RESOURCES IMPACT**

- 11.1 There are no human resource impacts arising directly from the recommendations in this report. However, there will be impacts associated with the delivery of the improvement plan. The improvement plan is part of a range of measures relating to improving the Council’s financial position and it is inevitable that this will ultimately impact on the Council’s workforce, when the Council’s agreed Human Resources policies and procedures will be followed.
- 11.2 Human resources impacts will be appropriately reported to the relevant decision-making bodies as individual actions from the plan are implemented.

Approved by: Sue Moorman, Director of HR

## **12. EQUALITIES IMPACT**

- 12.1 There are no equality impacts arising directly from the recommendations in this report. As such, an equality analysis has not been undertaken following the initial response to the external auditor's report. However, there will be impacts associated with the delivery of the improvement plan. The improvement plan is part of a range of measures relating to improving the Council's financial position and it is inevitable that this will ultimately impact on the Council's workforce and the communities it serves.
- 12.2 Consideration will be given as each of the individual actions included in the Action Plan are implemented as to whether they are relevant to equalities and will require an equalities impact assessment undertaken to ascertain the potential impact on vulnerable groups and groups that share protected characteristics.
- 12.3 Any improvements to governance that arise from the implementation of the recommendations in the action must pay due regard to ensuring that all residents in Croydon are able to understand the actions the Council takes in their name, the decisions it makes to spend resources on their behalf, and who is accountable for that action.
- 12.4 Close attention will need to be paid to ensure the Council is as transparent as possible and is as open and engaging with all its local communities through this process of improvement and afterwards in the new governance practices that are established.

Approved by: Yvonne Okiyo, Equalities Manager

## **13. ENVIRONMENTAL IMPACT**

- 13.1 There are no positive or negative impacts on the environment as a result of any of the recommendations of this report.

## **14. CRIME AND DISORDER REDUCTION IMPACT**

- 14.1 There are no implications in this report that would have an impact on crime prevention or reduction.

## **15. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION**

- 15.1 To ensure that Cabinet has confidence that the RIPI recommendations are being progressed and to escalate any concerns.

## **16. OPTIONS CONSIDERED AND REJECTED**

- 16.1 No other options were considered

**17. DATA PROTECTION IMPLICATIONS**

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

**NO**

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

NO, as the report contains no sensitive/personal data

Approved by Asmat Hussain; Interim Executive Director of Resources

---

**CONTACT OFFICER:** Henry Butt, Strategic Support Officer to the CEO, 14767

**APPENDICES TO THIS REPORT:** Appendix 1 – RIPI Action Plan  
Appendix 2 – RIPI Action Plan – Closed actions as of 12<sup>th</sup> April 2021 Cabinet report

**BACKGROUND DOCUMENTS:** None

This page is intentionally left blank

## ACTION PLAN IN RESPONSE TO THE REPORT IN PUBLIC INTEREST – June 2021 UPDATE

## Appendix 1

1. The Council has fully accepted all recommendations made by the external auditor (R1-R20)
2. The Council has added additional recommendations LBC1-4
3. There are 9 high priority recommendations from the external auditor for the Council to urgently address:

<b>High Priority Actions</b>	<b>High Priority Actions</b>
R1a Children's Social Care	R12 Revolving Investment Fund
R1b Adult Social Care	R14 Treasury Management
R2 Adequacy of Council Reserves	R18 Ongoing investment in Brick by Brick
R3 Use of Transformation Funding	R20 Governance of subsidiaries
R9 Budget Challenge/Rigour	

**Overall accountability for the action plan rests with the Interim Chief Executive**

<b>Recommendation 1a – HIGH PRIORITY</b> The Executive Director Children Families and Education needs to address the underlying causes of social care overspends in children’s social care and take effective action to manage both the demand and the resulting cost pressures.				
<b>Cabinet Member Accountability:</b> Councillor Flemming, Cabinet Member for Children, Young People and Learning				
Action	Original Deadline	Progress made to date	Updated Deadline	Accountability
i) Develop a strategy for managing demand and expected impact / outcome and set up panels to manage activity and cost: <ul style="list-style-type: none"> <li>- Weekly care panel to divert children from care</li> <li>- Bi-weekly Children Looked After review panel to identify children who can be supported to be reunited with families from care, and to systematically review higher cost placements</li> </ul>	February 2021	The Care Panel was established in February 2021. Outcomes from the care panel & new entries to care are monitored weekly at DLT.  To build on this work further process maps are being refreshed to formalise challenge, authorisation and decision making for children in care or at risk of care. A scoping workshop to enhance multi-agency partnership provision has also been delivered in March 2021.	COMPLETE	Interim Director, Early Help and Children’s Social Care
ii) Develop a monthly Corporate Finance, Performance and Risk report to progress, track and measure activity. Specifically for Children’s social care, this will monitor the effectiveness of actions to reduce the number of local children in care.  This progress report will bring together data on the monthly movement in numbers of children in care, the achievement of care outcomes, the financial impact	Monthly Departmental Leadership Team (DLT) meetings whilst Corporate Finance, Performance & Risk report is developed with	The June 7 <sup>th</sup> Corporate Finance, performance & Risk report iteration will provide a final set of CRP measures, and targets set to date, as well as a further update on the work streams in place to produce a full set of corporate performance	COMPLETE – first iteration of report now developed and shared. updates	Interim Executive Director, Children Families and Education to ensure accurate data incorporated into monthly Performance reporting.

**ACTION PLAN IN RESPONSE TO THE REPORT IN PUBLIC INTEREST – June 2021 UPDATE**

**Appendix 1**

<p>including full year forecast, and benchmarking against best practice.</p>	<p>target date for May 2021</p>	<p>reports by September 2021 Cabinet.</p> <p>The monthly reports will develop over time as recommendations are progressed.</p>	<p>are scheduled to come to Cabinet monthly</p>	
<p>iii) The progress report will be routinely presented to the Children’s Improvement Board, Executive Leadership Team, Cabinet, General Purposes and Audit Committee and Scrutiny &amp; Overview Committee which will bring a greater level of control and transparency (see Recommendation 5 which will also be incorporated into this process). The first report to members will be accompanied by detail outlining the statutory and non-statutory areas of service and the impact of demand management across the service.</p>	<p>March 2021</p>	<p>The Corporate Finance, Performance and Risk report will provide an update on improvement actions across the Council including Children’s. (1a-ii)</p> <p>Training will be offered to members on the nature of statutory and non-statutory service (See LBC3 – i)</p>	<p>COMPLETE – first iteration of report now developed and shared. updates are scheduled to come to Cabinet monthly</p> <p>Training offer to be picked up under Recommendation LBC-3</p>	<p>Interim Executive Director, Children Families and Education to ensure accurate data incorporated into monthly Performance reporting.</p>
<p>iv) Secure independent external challenge through the Partners in Practice programme to enable valid judgements to be made about the correct level of funding to meet the needs of Croydon’s children in care.</p>	<p>January 2021</p>	<p>Report from LB Camden received under Partners in Practice Programme – December 2020</p> <p>Independent Financial Adviser commissioned by the DFE to provide expert challenge and support commenced on 22/2/21 for a period of 9 months.</p>	<p>Complete</p> <p>Ongoing support until November 2021</p>	<p>Interim Executive Director, Children Families and Education</p>
<p>v) Data set used to inform progress report to be collated, updated and shared with GPAC to allow members to</p>	<p>New recommendation</p>	<p>Dataset developed and being progressed further.</p>		<p>Interim Executive Director, Children Families and Education</p>

**ACTION PLAN IN RESPONSE TO THE REPORT IN PUBLIC INTEREST – June 2021 UPDATE**

**Appendix 1**

<p>monitor progress on managing demand within social care.</p>		<p>The Corporate Finance, Performance and Risk report draws upon this data and provides GPAC with the relevant information per this action.</p>	<p><b>COMPLETE</b> - first iteration of report now developed and shared. updates are scheduled to come to Cabinet monthly</p>	
--	--	---	---	--



**Recommendation 1b – HIGH PRIORITY**  
 The Executive Director Health, Wellbeing and Adults needs to address the underlying causes of social care overspends in adults social care and take effective action to manage both the demand and the resulting cost pressures.

**Cabinet Member Accountability:** Councillor Campbell, Cabinet Member for Families, Health and Social Care

Action	Original Deadline	Progress made to date	Updated Deadline	Accountability
i) Commission a diagnostic of spend and opportunities to be carried out by the Local Government Association (LGA) National Care & Health Improvement Adviser Finance and Risks to inform future shape of transformation opportunities.	<b>COMPLETED</b> October 2020	This was carried out and used during November 2020 to inform development of the Adult Social Care Improvement Plan	COMPLETE	Executive Director Adult Social Care
ii) Review the current service delivery models of adult social care and gateway services to right size the budget and delivery model to benchmark with comparator Councils in relation to population and service outcomes.	December 2020	Data has been collected which provides benchmarking of Croydon ASC care spend vs other Councils, this was factored in to the Adult Social Care Improvement Plan.  Budget modelling has been agreed for ASC for 21/22 budget. Service modelling forms part of adult's improvement plan.	COMPLETE	Executive Director Adult Social Care
iii) To create a placements board to challenge the Council on current cost of placements, managing demand for new placements and ensuring value for money in procurement of placements	January 2021	Placements boards have been implemented in the Council to challenge placements and reduce expenditure.  Daily challenge panel has been in place since S114. All spend is then promoted to the Spend Control Panel, as agreed with then S151 Officer.  Placements programme is in place with an agreed scope. Funding	COMPLETE	Executive Director Adult Social Care

**ACTION PLAN IN RESPONSE TO THE REPORT IN PUBLIC INTEREST – June 2021 UPDATE**

**Appendix 1**

		also agreed for Care Cubed placements tool agreed at ELT on 8 March 21.		
iv) Use the output from the diagnostic review to remodel financial implications to help shape the Medium Term Financial Strategy (MTFS)	December 2020	Diagnostic review and benchmarking data has been used to shape the Adult Social Care Improvement plan.  Croydon Adults Improvement plan has been fully developed and aligned to budget as signed off at March Cabinet. LBC delivery tracker being updated fortnightly.	COMPLETE	Director of Finance, Investment & Risk
v) Develop a monthly Corporate Finance, Performance and Risk report to progress, track and measure activity. This will include monitoring of the new service delivery model to track progress and challenge effectiveness of the plan.	Monthly DLT meetings whilst wider Finance, Performance & Risk Report is developed with target date for May 2021	The June 7 <sup>th</sup> Corporate Finance, performance & Risk report iteration will provide a final set of CRP measures, and targets set to date, as well as a further update on the work streams in place to produce a full set of corporate performance reports by September 2021 Cabinet.  The monthly reports will develop over time as recommendations are progressed.	COMPLETE - first iteration of report now developed and shared. updates are scheduled to come to Cabinet monthly	Executive Director Adult Social Care to ensure accurate data incorporated into monthly Performance reporting.
vi) Progress will be governed by reporting to the Executive Leadership Team, Cabinet, General Purposes and Audit Committee and Scrutiny & Overview Committee which will bring a greater level of control and transparency. The first report to members will be accompanied by detail outlining the	May 2021	The Corporate Finance, Performance and Risk report will provide an update on improvement actions across the Council including HWA's (1b-v).	COMPLETE – First iteration of report now developed and	Executive Director Adult Social Care to ensure accurate data incorporated into monthly Performance reporting.

**ACTION PLAN IN RESPONSE TO THE REPORT IN PUBLIC INTEREST – June 2021 UPDATE**

**Appendix 1**

<p>statutory and non-statutory areas of service and the impact of demand management across the service.</p>		<p>Training will be offered to members on the nature of statutory and non-statutory service (See LBC3 – i)</p>	<p>shared. updates are scheduled to come to Cabinet monthly</p>	
<p>vii) Ensure that cost of care tool is used effectively to track all case expenditure to improve financial control, identify areas of focus for further improvement and to enable better decision making.</p>	<p>December 2020</p>	<p>The Cost of Care tool referred to in has been utilised to help accurately forecast its spend to support budget setting, improve financial management and identify opportunities for further savings.</p> <p>A separate tool called called CareCubed is in the process of being acquired. It is a benchmarking tool that allows adult social care to acquire an indicative cost of placing an individual aligned with their assessed care and support needs. This indicative amount is then used to aid contract negotiations with providers.</p> <p>The tool has successfully enabled savings in other Council’s and will be tested in Croydon over the next 12 months. Training for staff to use tool is in planning.</p>	<p>COMPLETE</p>	<p>Executive Director Adult Social Care</p>
<p>viii) Training to be provided to members to understand the budget for Adult Social Care and share rationale for persistent overspend in service. Training to also inform members on the complex health and care landscape in the borough.</p>	<p>May 2021</p>	<p>A Training offer has been compiled referencing the RIPI to ensure aspects of the action plan are picked up. Following approval at the relevant Council meeting,</p>	<p>May/June 2021</p>	<p>Executive Director Adult Social Care</p>

		<p>action will quickly be taken to schedule and deliver training over the course of this financial year. Work is ongoing to approve the training offer, this is expected to be identified and arranged by the end of June at the latest.</p> <p>A further refreshed training programme for members will be prepared later in the year for 2022, to ensure members have a framework of learning to support Council decision-making.</p>		
<p>IX) Data set used to inform progress report to be collated, updated and shared with GPAC to allow members to monitor progress on managing demand within social care</p>	<p>New recommendation</p>	<p>A finance and performance workstream has been established and meets fortnightly. The key objectives for this workstream are to ensure dashboards are developed to enable the senior management team to track activity against the benchmarking forecasts set out in the adults improvement plan; and against the move towards both London (younger adults) and England (older adults) averages.</p> <p>Bettergov have been commissioned to help finalise dashboard and benchmarking modelling. 2 dashboards are to be</p>	<p>COMPLETE</p>	<p>Executive Director Adult Social Care to ensure accurate data incorporated into monthly Performance reporting.</p>

		<p>utilised one focused on activity which is complete and another on finances which is in development.</p> <p>The MTFS tracker is currently updated weekly.</p> <p>The Corporate Finance, Performance and Risk report draws upon this data and provides GPAC with the relevant information per this action.</p>		
--	--	---	--	--

**Recommendation 2 – HIGH PRIORITY**

The Council (including Cabinet and Scrutiny and Overview Committee) should challenge the adequacy of the reserves assessment which should include a risk assessment before approving the budget.

**Cabinet Member Accountability:** Councillor King, Cabinet Member for Croydon Renewal

Action	Original Deadline	Progress made to date	Updated Deadline	Accountability
i) Develop a reserves strategy as part of the Medium Term Financial Strategy (MTFS) and present it for approval with the Budget reports to Cabinet and Full Council. This needs to incorporate a clear assessment of risks and liabilities that demonstrate all current and future exposure has been thought through and factored into the recommendations. Strategy to map the financial governance process around agreeing additions to reserves to be included to reduce risk of duplication and that there were no gaps in approach.	February/March 2021	The MTFS and 21/22 Budget agreed on 8 <sup>th</sup> March contains a clear strategy for growing the reserves base up to a level which by 23/24 would give a general fund reserve in excess of £60 million	COMPLETE	Interim Director of Finance, Investment and Risk
ii) In considering future budget reports, Cabinet will assure itself that all risks and liabilities have been properly considered by requesting that the Scrutiny & Overview Committee and the General Purposes and Audit Committee review the adequacy of the strategy and its relationship to the MTFS prior to Cabinet taking a decision.	February/March 2021	From April 2021 Financial Monitoring reports will be provided to Cabinet on a monthly basis to ensure Members have increased oversight on any emerging pressures or movements.  The 21/22 Budget was reported to Scrutiny on 16 <sup>th</sup> February 2021 and comments were verbally reported to cabinet on 8 <sup>th</sup> March 2021.  Future year’s timescales will need to include time for both this and reference to GPAC and Scrutiny	COMPLETE	Interim Director of Finance, Investment and Risk

<p>iii) Training to be delivered to relevant members to raise understanding of reserves</p>	<p>New Recommendation – May 2021</p>	<p>Cross reference to LBC rec 3 as this will form part of the wider Member Development Programme to be developed and agreed.</p> <p>A Training offer has been compiled referencing the RIPI to ensure aspects of the action plan are picked up. Following approval at the relevant Council meeting, action will quickly be taken to schedule and deliver training over the course of this financial year. Work is ongoing to approve the training offer, this is expected to be identified and arranged by the end of June at the latest.</p> <p>A further refreshed training programme for members will be prepared later in the year for 2022, to ensure members have a framework of learning to support Council decision-making.</p>	<p>May/June 2021</p>	<p>Director of HR/ Head of Democratic Services</p>
<p>iv) Council to identify the most appropriate mechanism for the Scrutiny &amp; Overview Committee to monitor and assess progress made against delivering the budget throughout the year. As a part of this any update would need to provide reassurance that effective budget controls are in place to mitigate against potential pressures.</p>	<p>New Recommendation – June 2021</p>	<p>The Council has taken steps to give all members further regular insight into the status of its financial performance. For the 2021/22 financial year the Council will begin reporting to members on financial performance on the in year budget (first period report June 7<sup>th</sup> 2021).</p>	<p>June 2021 First period updates now delivered and shared.</p>	<p>Interim Director of Finance, Investment and Risk</p>

<p>Furthermore, the Council is to consider approach to providing reassurance to Members that effective budget controls were in place to mitigate against potential risks to the delivery of the budget</p>		<p>This will be done via a new report structure, each month through the Cabinet process as opposed to the current quarterly process. These papers will be published for Scrutiny to review, call in and challenge where they feel appropriate.</p> <p>The Council has already implemented a number of controls to mitigate against potential budget risks. This includes the continued operation of our Spending Control Panel, existing budget tracker, the development of finance training to increase financial literacy in the Council and the ongoing work to improve our financial control system.</p> <p>A forensic financial audit has been commissioned to be finalised by end of June.</p>	<p>Updates are scheduled to come to Cabinet monthly. RIPI Quarterly updates will continue to comment and share progress on improvements to our financial monitoring.</p>	
--	--	--	--	--



**Recommendation 3 – HIGH PRIORITY**

The Chief Executive should oversee a review of the outcomes achieved from the use of transformation funding to demonstrate that the funding has been applied in accordance with the aim of the scheme.

**Cabinet Member Accountability:** Councillor King, Cabinet Member for Croydon Renewal

Action	Original Deadline	Progress made to date	Updated Deadline	Accountability
i) A review of all schemes previously funded from transformation capital receipts be undertaken and a report produced that assesses whether the funding has been applied in accordance with the scheme.	January 2021	This work is completed following discussions with the external auditor. An update will be made to GPAC as part of the report on the 2019/20 accounts.	COMPLETE	Interim Director of Finance, Investment & Risk
ii) Training to be delivered to relevant members on transformation funding to raise understanding.	New Recommendation - May 2021	Cross reference to LBC rec 3 as this will form part of the wider Member Development Programme.  A Training offer has been compiled referencing the RIPI to ensure aspects of the action plan are picked up. Following approval at the relevant Council meeting, action will quickly be taken to schedule and deliver training over the course of this financial year. Work is ongoing to approve the training offer, this is expected to be identified and arranged by the end of June at the latest.	May/June 2021	Interim Director of Finance, Investment and Risk  Director of HR  Head of Democratic Services

		A further refreshed training programme for members will be prepared later in the year for 2022, to ensure members have a framework of learning to support Council decision-making.		
--	--	--	--	--

**Recommendation 4**  
The s151 officer should set out the strategy for applying capital receipts for transformation annually as part of the budget setting process.

**Cabinet Member Accountability:** Councillor King, Cabinet Member for Croydon Renewal

Page 114

Action	Original Deadline	Progress made to date	Updated Deadline	Accountability
i) A strategy for funding transformation to be incorporated into the budget setting process using the current Ministry of Housing, Communities and Local Government (MHCLG) Flexible Use of Capital Receipts Scheme.	January 2021	Following extension of the Flexible Use of capital receipts scheme. Proposals for the use of up to £5 million of capital receipts, subject to availability of receipts will be drafted and agreed by ELT. This should be received in w/c 7 <sup>th</sup> June	COMPLETE	Interim Director of Finance, Investment & Risk
ii) In the absence of any national capital receipts for transformation scheme, the strategy for funding transformation will set out how future schemes will be funded using invest to save principles using rolling investment that is set aside and supported by business cases that demonstrate return. Any business case will have to demonstrate governance of the programme to assure the section 151 officer and Cabinet that the deliverables are being met.	February 2021	See 4i above.	COMPLETE	Interim Director of Finance, Investment & Risk

**ACTION PLAN IN RESPONSE TO THE REPORT IN PUBLIC INTEREST – June 2021 UPDATE**

**Appendix 1**

<p>All schemes approved for funding under this strategy will be assessed individually and against the overarching risk exposure and affordability for the Council.</p>				
<p>iii) There will be an annual report to the Scrutiny &amp; Overview Committee and GPAC on the use of transformation funding and the delivery of schemes. A corporate strategy needs to be developed to assess future transformation projects prior to funding. This should include a requirement to identify the intended outcomes, risk exposure, ongoing affordability, how success will be measured, how progress will be tracked, and any interdependencies with other projects and any wider benefits.</p>	<p>December 2021</p>	<p>Report to be prepared at the end of each financial year from 21/22 onwards</p>	<p>June 2022</p>	<p>Interim Director of Finance, Investment &amp; Risk</p>

**Recommendation 5**  
 The General Purposes and Audit Committee should receive reports on the actions being taken to address the Dedicated Schools Grant deficit and challenge whether sufficient progress is being made.

**Cabinet Member Accountability:** Councillor Flemming, Cabinet Member for Children, Young People and Learning

Page 16

Action	Original Deadline	Progress made to date	Updated Deadline	Accountability
i) The Dedicated Schools Grant recovery plan should be presented to General Purposes and Audit Committee and Scrutiny and Overview Committee for review and agreement to ensure that it is adequate to meet objectives and timelines that have been set.	February 2021	Reviewed at GPAC 4 March 2021	COMPLETE	Interim Director of Education
ii) Special Educational Needs Finance Board to be established and chaired by the interim Director of Education to oversee the delivery of the Dedicated Schools Grant recovery plan.	<b>COMPLETED</b> October 2020	Initial meetings held with further meetings to be scheduled to update on the progress of the DSG recovery plan.	COMPLETE	Interim Director of Education
iii) Training to be provided to members to ensure the committee possess a working understand of education funding and budgets	New Recommendation	DSG training has been delivered to members of Scrutiny Committee, Labour Group and Conservative Group	COMPLETE	Interim Director of Education /Head of Learning &OD

**ACTION PLAN IN RESPONSE TO THE REPORT IN PUBLIC INTEREST – June 2021 UPDATE**

**Appendix 1**

<p>iv) Implement the ‘New Approach to Special Educational Needs delivery’ strategy working with schools to ensure that more of our Special Educational Needs pupils are educated in mainstream provision to include:</p> <ul style="list-style-type: none"> <li>• Developing more capacity within the post-16 provision</li> <li>• Opening of new Special Educational Needs free schools</li> </ul>	<p>Early adopter Locality areas from September 2020</p> <p>Ongoing discussions with current provider (Croydon College) for 2020/21 academic year Opened September 2020 in temporary location and from September 2021 in substantive location</p>	<p>Report delivered to School’s Forum on Monday 26<sup>th</sup> April and full approval given to widen the project to two further locality areas.</p> <p>1% increase in CYP with an EHCP being educated in a Mainstream school.</p>	<p>Review June 2021</p>	<p>Interim Director of Education</p>
<p>v) Progress against the recovery plan to be included in the monthly budget monitoring report to Children’s, Families and Education Department Leadership Team, the Executive Leadership Team, the Children’s Improvement Board and the quarterly Cabinet, General Purposes and Audit Committee and Scrutiny &amp; Overview Committee which will bring a greater level of control and transparency.</p>	<p>Quarter 3 report to Cabinet February 2021</p>	<p>Progress update included in the monthly budget monitoring to Education SLT and CFE DLT.</p>	<p><b>COMPLETE</b></p>	<p>Interim Executive Director, Children Families and Education Head of Finance - CFE</p>
<p>vi) Progress on Dedicated Schools Grant recovery plan to be reported to the Schools’ Forum on a termly basis</p>	<p>December 2020</p>	<p>Included in the forward plan of agenda items for Schools’ Forum</p>	<p><b>Complete and ongoing</b></p>	<p>Interim Head of Finance, Children, Families and Education</p>

**Recommendation 6**  
 The Executive Director Children, Families and Education needs to review the services provided to UASC and to identify options to meet their needs within the grant funding provided by the Home Office.

**Cabinet Member Accountability:** Councillor Flemming, Cabinet Member for Children, Young People and Learning

Action	Original Deadline	Progress made to date	Updated Deadline	Accountability
i) Complete a forensic review of grant income against the total expenditure for unaccompanied asylum seeking children and care leavers over the past 3 years, including the co-ordination of pan-London arrangements	December 2021	Review completed and is informing Council's approach to UASC support offer.	COMPLETE	Interim Head of Finance, Children, Families and Education
ii) Negotiate with the Home Office and Department for Education to secure the same financial support provided to other port of entry authorities such as Kent		Meetings have been held with senior officials in the Home Office and Department for Education,		Interim Executive Director, Children Families and Education

**ACTION PLAN IN RESPONSE TO THE REPORT IN PUBLIC INTEREST – June 2021 UPDATE**

**Appendix 1**

<p>and Portsmouth to cover the exceptional overhead costs caused by the volume of unaccompanied asylum seeking children received in the Borough.</p> <ul style="list-style-type: none"> <li>• Full cost recovery for exceptional overheads provided by Croydon such as age assessments, the social care duty service at Lunar House and legal fees. Due to volumes in the Borough from its port of entry position, these cannot be absorbed within normal overhead cost as per all other local authorities.</li> <li>• Increased funding for children cared for over and above the voluntary national rate to match the funding of Croydon’s children in care.</li> </ul>	<p>Initial meeting had in November 2020</p>	<p>underpinned by forensic review and modelling of additional costs.</p> <p>Agreement of full cost recovery for the age assessment team and the Duty Team at Lunar House for one year. This will cover costs of approximately £595k per annum agreed over 2021-22</p> <p>A Cabinet report on the Council’s approach to UASC will be going to Cabinet in June 2021.</p>	<p>Ongoing – review for October 2021</p>	
<p>iii) Work with London local authorities to safely transfer responsibility for an agreed number of children in Croydon’s care to reduce disproportionate burden on Croydon.</p>	<p>Initial meeting held October 2020</p>	<p>Home Office Officials, Home Office and London Regional UASC Strategic Lead have secured agreement to the transfer of the care costs of 21 UASC to other London Councils.</p> <p>The Interim Chief Executive has written to all London Chief Executives to support the extension of the pan-London protocol to under 16 for a period of 3 months. 24 Councils have agreed to date.</p>	<p>Review June 2021</p>	<p>Interim Executive Director, Children Families and Education</p>
<p>iv) Introduce a needs based approach to withdrawing services to young people whose appeal rights are exhausted alongside earlier, robust triple planning as part of their pathway at 16 plus. This will assist and support a planned, safe voluntary return when all legal routes to remain have been exhausted and avoid a forced detention and removal when young people have no recourse to public funds, limited access to NHS and education and cannot work legally in UK.</p>	<p>December 2020</p>	<p>Feb 21 – 50 SW’s trained in HRA Assessment Practice. First 20 in cohort identified</p> <p>Since December 2020 have completed 29 Human Rights Assessments.</p>	<p>Review June 2021</p>	<p>Director Early Help and Children’s Social Care</p>

**Recommendation 7**  
 The Executive Director Children, Families and Education needs to identify the capacity threshold for the numbers of UASC that it has the capacity to deliver safe UASC services to.

**Cabinet Member Accountability:** Councillor Flemming, Cabinet Member for Children, Young People and Learning

Page 120

Action	Original Deadline	Progress made to date	Updated Deadline	Accountability
i) Draw on the analysis and review at 6 (i) to develop options to establish a capacity threshold for Croydon for unaccompanied asylum seeking children that is commensurate with other Local Authorities and in line with the nationally agreed standards and funding.	December 2020	The voluntary national rate is the equivalent of 0.07% of the child population. In Croydon that equates to 66 children. This underpins the forensic review and modelling completed in 6i	COMPLETE	Interim Executive Director, Children Families and Education
ii) Present options for the Council to deliver safe services within the capacity threshold to the Children’s Improvement Board, Cabinet and General Purposes and Audit Committee and Scrutiny & Overview Committee to increase levels of control and improve transparency.	February 2021	A Cabinet paper on the Council’s approach to caring for UASC will be presented on June 7 <sup>th</sup> 2021.	COMPLETE	Interim Executive Director, Children Families and Education



**Recommendation 8**  
 The Cabinet reports on the financial position need to improve the transparency of reporting of any remedial action taken to address in year overspends.

**Cabinet Member Accountability:** Councillor Young, Cabinet Member for Resources and Financial Governance and Councillor King, Cabinet Member for Croydon Renewal

Action	Original Deadline	Progress made to date	Updated Deadline	Accountability
i) A review of financial reporting best practice is to be undertaken and the results used to design reports and a system of reporting that will improve its approach to managing finance, performance and risk to introduce a greater level of transparency and better grip of expenditure. All departments will be required to report against their budgets to the Departmental and Executive Leadership Teams on a monthly basis.	September 2021	A process for monthly reporting is being developed with the period 1 report to come to Cabinet June 7 <sup>th</sup> 2021. These reports will develop iteratively over the coming months.  See recommendation 8 – ii for further information on performance monitoring.	COMPLETE	Interim Director of Finance, Investment & Risk
ii) The Council will develop a new corporate framework for monthly reporting that includes finance, performance and risk. This will report to the Executive Leadership Team, Cabinet, General Purposes and Audit Committee and Scrutiny and Overview Committee as appropriate.	April 2021	The Council has developed a new Corporate framework to deliver monthly Corporate Finance, Performance and Risk update reports. These monitor implementation of improvement	COMPLETE – first iteration of report now developed and shared.	Interim Chief Executive

Page 121

<p>The new framework will include progress against service delivery, departmental actions plans, savings opportunities and actions contained within the Croydon Renewal Plan. All actions will be assigned to accountable people (including relevant cabinet member) and will be tracked through a central reporting team to ensure that the process is joined up, consistent and timely. This will be a recognised Programme Management Office function using savings and actions trackers</p>		<p>actions across the Council (including those contained in the RIPI and as part of the CRP) and set out KPIs and accountable officers.</p> <p>The PMO presented an approach to monthly Corporate, Finance, Performance Risk Reporting to Cabinet on April 12<sup>th</sup>.</p> <p>The June 7<sup>th</sup> Corporate Finance, performance &amp; Risk report iteration will provide a final set of CRP measures, and targets set to date, as well as a further update on the work streams in place to produce a full set of corporate performance reports by September 2021 Cabinet.</p> <p>The monthly reports will develop over time as recommendations are progressed.</p>	<p>updates are scheduled to come to Cabinet monthly</p>	
<p>iii) A review of the capacity within the Finance Team to ensure there is adequate support for departmental cost centre managers to fulfil their responsibilities as budget holders.</p>	<p>November 2020 (update to May 2021)</p>	<p>A proposed structure for the finance team to ensure the service has the right support for departmental cost centre managers was developed in November 2020.</p> <p>This will be reviewed as part of the financial forensic audit which is due to be finalised at the end of June.</p>	<p>Review June 2021</p>	<p>Interim Director of Finance, Investment &amp; Risk</p>

**Recommendation 9 – HIGH PRIORITY**  
 The Council (including Cabinet and Scrutiny and Overview Committee) need to show greater rigor in challenging underlying assumptions before approving the budget including understanding the track record of savings delivery.

**Cabinet Member Accountability:** Councillor King, Cabinet Member for Croydon Renewal/ Callton Young, Cabinet Member for Resources and Financial Governance

Page 123

Action	Original Deadline	Progress made to date	Updated Deadline	Accountability
i) To support the Annual Budget setting process Budget Development Meetings will be held for each department and will be attended by Executive Directors, Corporate Leadership Team and Members with accountability for their service area and staff who are responsible for service delivery that understand what impact growth and savings plans will have on the services. To support this process Members will be provided with a clear set of proposals that demonstrate cost pressures (growth) and savings opportunities with narrative and comparators on budget and outcomes delivered to describe the impact of the decisions that are required to be taken.	October / November 2020	Proposals were provided to members with a formal decision in November Cabinet. Saving opportunities for 21/22 were set out across all services and have been incorporated into delivery of Croydon Renewal Plan.  The Council recognises further savings will be necessary to achieve a sustainable budget in the long term. Discussions for further savings next year will be scheduled starting from April 2021.	COMPLETE	Interim Director of Finance, Investment & Risk
ii) To support the budget exercise the Council will seek external support to test the draft budget proposals,	December 2020	Various support from external sources has been utilised to date to offer capacity and advice. This	COMPLETE	Interim Director of Finance, Investment & Risk

## ACTION PLAN IN RESPONSE TO THE REPORT IN PUBLIC INTEREST – June 2021 UPDATE

## Appendix 1

<p>seek ideas and good practice and will take the same approach by seeking support for the scrutiny process.</p>		<p>includes the LGA, Council peers and CIPFA. The Council will continue to use such opportunities moving forward.</p>		
<p>iii) Develop a budget savings tracker that profiles savings by month to enable Members to track that savings are on target. This will need to correlate with the finance, performance and risk reporting that Council will introduce.</p>	<p>January 2021</p>	<p>An in year savings tracker has been developed to monitor identified savings and escalate any delivery challenges. In year savings are rag rated based on confidence in delivery.</p>	<p>COMPLETE</p>	<p>Interim Director of Finance, Investment &amp; Risk</p>
<p>iv) To increase understanding of the choices Cabinet Members are making with regards to the emerging budget and to effectively challenge budget assumptions, Scrutiny and Overview Committee Members to receive regular briefings on the progress of budget setting.</p>	<p>January 2021</p>	<p>Budget Discussions were conducted across January and February 2021. This included focused discussion on the 21/22 budget for specific directorates. Discussion took place at Children and Young People Sub-Committee, Health &amp; Social Care Sub-Committee, at Scrutiny, Streets, Environment &amp; Homes sub-committee and finally the Scrutiny &amp; Overview Committee.</p> <p>The Council will continue to keep Scrutiny committees sighted on budget matters.</p>	<p>COMPLETE</p>	<p>Interim Director of Finance, Investment &amp; Risk</p>
<p>v) To review the budget setting-timetable to ensure that the Scrutiny &amp; Overview Committee has the time to digest and review the budget proposals and underlying assumptions and for Cabinet to respond fully to any challenge or comments and for Cabinet to be able to consider changing its proposals.</p>	<p>April 2021</p>	<p>The Council is taking action to ensure budget discussions happen at an earlier date and more opportunities are offered to members to offer input into the budget and review its management. These actions include finalisation of Council meetings forward plan up until April 2022 with dates marked for policy</p>	<p>COMPLETE</p>	<p>Interim Director of Finance, Investment &amp; Risk</p>

		<p>discussions and monthly financial performance updates at Cabinet.</p> <p>Additionally, budget developments meetings will begin in Spring 2021 as opposed to Autumn meaning savings will be identified and shared with members earlier in year.</p>		
--	--	---	--	--

**Recommendation 10**

The General Purposes and Audit Committee must challenge officers on the progress in implementing the Financial Consultant’s recommendations to improve the budget setting, monitoring and reporting process and actions to address the Head of Internal Audit’s concerns on internal controls.

**Member Accountability:** Councillor Karen Jewitt, Chair of General Purposes and Audit Committee

Page 125

Action	Original Deadline	Progress made to date	Updated Deadline	Accountability
<p>i) Delivery of the Financial Consultant’s recommendations and the Head of Internal Audit’s concerns will be reported to the General Purposes and Audit Committee and to the Improvement Board as part of the Croydon Renewal Plan.</p>	<p>October 2020</p> <p>Update to be provided in June 2021</p>	<p>Phase 1 of the review have been established and the work on the 75 recommendations in the initial review is ongoing. A progress update on the implementation of these recommendations went to GPAC in April. This included notice on completion of the Capital Programme review, Updated MTFS and new financial governance arrangements.</p> <p>Further updates on these will be presented to GPAC, with a date set for September.</p>	<p>Review June 2021 –ongoing</p> <p>The next update on the Finance Review is scheduled for GPAC September 2021</p>	<p>Interim Director of Finance, Investment &amp; Risk</p>

		<p>In March ELT agreed a renewed Internal Audit Governance Framework. The agreed framework states the Head of internal Audit is to regularly prepare reports for DLTs and ELT (4 times a year for each) to ensure visibility on existing concerns and mitigating actions in place,</p> <p>The Head of Internal Audit is regularly attending GPAC and can use the meeting as an opportunity to provide updates on concerns and the management actions being delivered to address the concerns.</p>		
<p>ii) That a piece of work be undertaken to clarify the roles of GPAC and Scrutiny to reduce duplication and ensure right things are being reviewed at the right time</p>	<p>New Recommendation</p>	<p>Updates on phase 1 of the Finance Review are currently scheduled on the GPAC work plan up until September including updates on phase 1. It is suggested that it remain this way but Scrutiny call in as they feel appropriate to ensure correct level of challenge.</p> <p>Phase 2 and 3 of the finance review have been paused to prioritise other pieces of work.</p>	<p>September 2021</p>	<p>Interim Executive Director of Resources</p> <p>Interim Director of Finance, Investment &amp; Risk</p>

**Recommendation 11**  
 The s151 officer needs to revisit the Growth Zone assumptions following the pandemic and make recommendations to Cabinet and Council for the continued investment in the scheme.

**Cabinet Member Accountability:** Councillor King, Cabinet Member for Croydon Renewal

page 127

Action	Original Deadline	Progress made to date	Updated Deadline	Accountability
i) The Council have commissioned PwC to undertake a strategic review of the Growth Zone with completion expected November 2020. The report with recommendations on a way forward will be discussed with Cabinet and agreed by Members.	December 2020	PwC report to cabinet made recommendations on future of GZ. These are now being implemented	COMPLETE	Interim Director of Finance, Investment & Risk
ii) Revised financial model profile to be presented alongside budget review in February 2021 to Cabinet, General Purposes and Audit Committee and the Scrutiny and Overview Committee.	February 2021	The March cabinet report sets out a direction of travel, with 1 year of capital expenditure. Considering the current macro-economic climate (i.e. impact of pandemic) and challenges facing Croydon and its economy, this means that the financial model will need updating throughout this calendar year. Dates for GPAC and	Progressed – further update December 2021	Interim Director of Finance, Investment & Risk

**ACTION PLAN IN RESPONSE TO THE REPORT IN PUBLIC INTEREST – June 2021 UPDATE**

**Appendix 1**

		Scrutiny & Overview Committee are being scheduled.  An update on the report will go to Cabinet in December 2021.		
iii) Cabinet paper with revised profile and recommendations to be issued March 2021.	March 2021	See 11ii	COMPLETE	Interim Director of Finance, Investment & Risk
iv) The Council needs a mechanism in place to review projects to use the learning to inform any future work. This should be extended across all areas of the Council, with learning retained centrally as a corporate resources.	New recommendation	Project closure process in place as part of the governance of all projects.	COMPLETE	Interim Director of Finance, Investment & Risk

**Recommendation 12 – HIGH PRIORITY**

The s151 officer should review the financial rationale and associated risks and make recommendations to Cabinet and Council on whether the Revolving Investment Fund should continue.

**Cabinet Member Accountability:** Councillor King, Cabinet Member for Croydon Renewal

Page 10

Action	Original Deadline	Progress made to date	Updated Deadline	Accountability
i) The Council have commissioned PwC to undertake a strategic review of the Revolving Investment Fund with completion expected in November 2020. The report with recommendations on a way forward will be discussed with Cabinet and agreed by Members.	December 2020	Report by PwC on governance & strategic review delivered in November 2020 to Cabinet.  Treasury Management strategy updated 1st March 2021 limits new lending under the RIF to BBB working capital loans only	COMPLETE	Interim Director of Finance, Investment & Risk
ii) Recommendations to be presented alongside budget review in Feb 2021 to Cabinet, General Purposes and Audit Committee and Scrutiny and Overview	February 2021	See recommendation 12i	COMPLETE	Interim Director of Finance, Investment & Risk
iii) Cabinet paper with recommendations to be issued March 2021.	March 2021	See recommendation 12i	COMPLETE	Interim Director of Finance, Investment & Risk



**Recommendation 13**  
 The s151 officer should review the purchase of Croydon Park Hotel to identify lessons learned to strengthen future due diligence arrangements.

**Cabinet Member Accountability:** Councillor King, Cabinet Member for Croydon Renewal

Page 129

Action	Original Deadline	Progress made to date	Updated Deadline	Accountability
i) The Council have commissioned PWC to undertake a strategic review of assets that have been purchased with completion expected in November 2020. The report with recommendations on a way forward will be discussed with Cabinet and agreed by Members.	December 2020	On February 18 <sup>th</sup> Cabinet agreed the approach set out in the Interim Assets Strategy. This included, in the appendices, options for an approach on the future of Croydon Park Hotel. An update with a decision on the future of Croydon Park Hotel is provisionally scheduled for September 2021.	COMPLETE	Interim Director of Finance, Investment & Risk
ii) Recommendations, including lessons learned, will inform changes required to governance arrangements and training/development that might be required. These recommendations to be presented alongside budget review in February 2021 to Cabinet, General Purposes and Audit Committee and Scrutiny and Overview.	January 2021	Under Treasury management strategy changes no new investments will be made. Lessons learned paper to be prepared.	September 2021	Interim Director of Finance, Investment & Risk

## ACTION PLAN IN RESPONSE TO THE REPORT IN PUBLIC INTEREST – June 2021 UPDATE

## Appendix 1

iii) Review and re-write the asset investment strategy that was approved by Cabinet in October 2018 incorporating advice from each of the Strategic Reviews. The review will explicitly consider best practice from the sector and lessons learned from other local authorities, the external auditor and the National Audit Office on effective investment practice.	March 2021	Interim Asset Strategy has been approved at February 18 <sup>th</sup> Cabinet to fast track income generation and achieve “quick wins.”  A 3 year 21-24 Asset Strategy is being developed provisionally set for January 2022 Cabinet.	COMPLETE	Interim Director of Finance, Investment & Risk / Executive Director of Place
iv) Cabinet paper with recommendations to be issued March 2021. Update to be provided at Scrutiny on 9 <sup>th</sup> February	March 2021	The Interim Assets Disposal Strategy, was discussed at both Cabinet and Scrutiny & Overview Committee in February.	COMPLETE	Interim Director of Finance, Investment & Risk

### Recommendation 14 – HIGH PRIORITY

The Cabinet and Council needs to re-consider the Treasury Management Strategy for ongoing affordability of the borrowing strategy, the associated risks and identify whether alternative options can reduce the financial burden.

**Cabinet Member Accountability:** Councillor Young, Cabinet Member for Resources and Financial Governance and Councillor King, Cabinet Member for Croydon Renewal

Action	Original Deadline	Progress made to date	Updated Deadline	Accountability
i) The Treasury Management Strategy will be reviewed as part of the budget setting for 2021/22 and will take into consideration the outcome of the strategic reviews to factor in the overall financial position and best practice from other local authorities. The report with recommendations on a way forward will be discussed with Cabinet and agreed by Members.	February 2021	Treasury Management strategy updated and agreed by Council on 8 <sup>th</sup> March 2021	COMPLETE	Interim Director of Finance, Investment & Risk
ii) The outcome of the strategic reviews that the Council have commissioned will inform the Treasury Management Strategy for 21/22 onwards and any changes in governance that may be required.	February 2021	See recommendation 14i	COMPLETE	Interim Director of Finance, Investment & Risk

<b>Recommendation 15</b> The Chief Executive should arrange detailed Treasury Management training to assist Members to better understand and challenge the long-term financial implications of matters reported within the Treasury Management Strategy.				
<b>Cabinet Member Accountability:</b> Councillor Young Cabinet Member for Resources and Financial Governance				
Action	Original Deadline	Progress made to date	Updated Deadline	Accountability
i) Members to attend training sessions facilitated by the Local Government Association to cover treasury management to enable better and effective financial leadership.	January 2021	Treasury management training was offered to all members on the 3 <sup>rd</sup> March 2021.  Session was recorded and will be distributed to all Members and all budget managers.	<b>COMPLETE</b>	Interim Chief Executive

**Recommendation 16**  
 The s151 officer should revisit the Minimum Revenue Provision policy to demonstrate that a prudent approach is being taken.

**Cabinet Member Accountability:** Councillor King Cabinet Member for Croydon Renewal

Action	Original Deadline	Progress made to date	Updated Deadline	Accountability
i) Link Asset Management has been commissioned to carry out a review of the Minimum Revenue Position policy. The report with recommendations will be discussed with General Purposes and Audit Committee and then on to Cabinet.	December 2020	Minimum Revenue Provision Policy Statement 2020/21 went to Cabinet 1 <sup>st</sup> March as part of the Treasury Management Strategy.	COMPLETE	Interim Director of Finance, Investment & Risk

**Recommendation 17**  
 The Cabinet and Council should reconsider the financial business case for continuing to invest in Brick by Brick before agreeing any further borrowing.

**Cabinet Member Accountability:** Councillor Hamida Ali, Leader of the Council

Action	Original Deadline	Progress made to date	Updated Deadline	Accountability
i) PwC has been commissioned to undertake a strategic review of Brick by Brick with completion expected in November 2020. The report with recommendations regarding the financial business case will be reviewed by the Scrutiny and Overview Committee prior to being presented to Cabinet.	December 2020 (updated to May 2021)	<p>This specific action is complete however, ongoing activity with regard to BBB still needs to be taken hence further updates suggested.</p> <p>Phase 1 of the Strategic Review set out a number of options around BBB. This was received at Cabinet in November 2020 and it was agreed by members for further work to be carried out to advice on the best approach for BBB.</p> <p>The additional paper went to Cabinet in February 2021. It recommended an approach to build out of sites by Brick by Brick combined with a sale of sites under construction whilst still considering</p>	Progressed - Next Update in September 2021	Interim Chief Executive

		<p>the option of a sale of the business, with a further report to Cabinet in June 2021.</p> <p>A further progress report was provided May 17<sup>th</sup> Cabinet 2021. Further reports including a decision on BBB's future are provisionally scheduled for July Cabinet.</p>		
<p>ii) Council to review the risks relating to Brick by Brick to ensure they are appropriately listed on the risk register</p>	<p>New Recommendation</p>	<p>The Risks for Brick by Brick have been reviewed and are as follows per the Corporate Risk Register:</p> <ol style="list-style-type: none"> <li>1. Investigation or ownership taken on all activities that the Council undertakes by the Executive Leadership Team, Cabinet and all Scrutiny Committees (including GPAC).</li> <li>2. There is no effective challenge, review, investigation or ownership taken on all activities that the Council undertakes by the Executive Leadership Team, Cabinet and all Scrutiny Committees (including GPAC).</li> </ol> <p>**These risks specifically relate to financial strategy, treasury management strategy (including borrowing), capital investment strategies and appropriateness of</p>	<p>COMPLETE</p>	<p>Interim Director of Finance, Investment &amp; Risk</p>

		<p>continuing investment and association with BBB**</p> <p>The Corporate Red Risk Register is reviewed monthly at ELT to review and update risks where necessary.</p>		
--	--	---	--	--

**Recommendation 18 – HIGH PRIORITY**

The Cabinet and Council should review and reconsider the ongoing financial rationale for the Council in the equity investment arrangement with Brick by Brick.

**Cabinet Member Accountability:** Councillor King Cabinet Member for Croydon Renewal

Action	Original Deadline	Progress made to date	Updated Deadline	Accountability
<p>i) PwC has been commissioned to undertake a strategic review of Brick by Brick. The report and recommendations will consider the ongoing financial rationale and equity invested and will detail options for the Council that will be considered by the Scrutiny &amp; Overview Committee Cabinet prior to being presented to Cabinet.</p>	<p>December 2020</p>	<p>This paper went to Scrutiny &amp; Overview Committee and Cabinet in February 2021.</p> <p>The Cabinet paper noted that the Council has never made any equity payments, as planned, and is not in the financial position to do so. It was noted BBB sales proceeds were meant to be placed in an account for the Council to apply interest repayment and, if excess, to substantive loan repayment. Unfortunately, this process has not occurred and instead sale proceeds were retained by BBB effectively replacing the Council’s equity share.</p> <p>The Council needs to review existing arrangement, change the current</p>	<p>COMPLETE</p>	<p>Interim Chief Executive</p>

		<p>agreements or replace it with fresh loans.</p> <p>It is recommended that the current arrangements continue but in a modified way to give Brick by Brick capacity to have working capital to ensure that funds are available to build out units on site</p>		
--	--	---	--	--

**Recommendation 19**

The s151 officer and monitoring officer should monitor compliance with loan covenants with Brick by Brick and report any breaches to Members.

**Cabinet Member Accountability:** Councillor King Cabinet Member for Croydon Renewal

Page 136

Action	Original Deadline	Progress made to date	Updated Deadline	Accountability
<p>1) Loan covenants are within scope of the PwC strategic review and will be considered as part of the overall recommendations.</p> <p>A review of the existing loan covenants and their governance is to be undertaken. Learning from this review, a new system of control for all loan agreements entered into by the Council will be presented to Members and this will form part of the new Corporate Finance, Performance and Risk reporting system.</p> <p>The review and the proposed new system for loan covenants will be presented to GPAC &amp; Scrutiny and Overview Committee prior to being presented to Cabinet for approval.</p>	<p>January 2021</p>	<p>Loan agreements to be redrafted to provide a comprehensive single agreement</p> <p>The February Cabinet report agreed that detail of the revised loan scheme be delegated to the Chief Executive after consultation with the leader and appropriate lead members.</p>	<p><b>COMPLETE</b></p>	<p>Interim Executive Director of Resources</p> <p>Interim Director of Finance, Investment &amp; Risk</p>



--	--	--	--	--

**Recommendation 20 – HIGH PRIORITY**  
 The Cabinet and Council should review its arrangements to govern its interest in subsidiaries, how the subsidiaries are linked, and the long-term impact of the subsidiaries on the Council’s financial position and how the Council’s and taxpayers’ interest is safeguarded.

**Cabinet Member Accountability:** Councillor Young, Cabinet Member for Resources and Financial Governance

Action	Original Deadline	Progress made to date	Updated Deadline	Accountability
i) An audit of the Council’s approach to membership of each subsidiary board will be undertaken. The audit will involve officers of the Council and any Chairs/Members of company boards.	March 2021	<p>A working group has now been established with Legal and Finance to work through the existing list of companies that the Council has an interest in. Checks are also being undertaken to ensure that this list is as complete as possible.</p> <p>The group has been operating since April 2021 and is currently established as a task and finish group undertaking work around the governance process, directorships, status and relationship with its third party companies as well as assist in elements of the wider asset management review. Relevant officers and Directors of company boards are invited to present a paper at each of the working group</p>	<p>Update to be provided June 2021</p> <p>(A further update will come through September 2021)</p>	<p>Interim Executive Director of Resources</p> <p>Interim Director of Finance</p>

		meetings to discuss the company/companies they are involved with.		
ii) As part of this review the membership balance of the boards will be considered in aggregate in regard to best practice for achieving diversity, skill set, sectoral knowledge and Croydon Council representation.	March 2021	At present, the working group has been established as a task and finish group in order to undertake the audit exercise described above and consider future governance for onward recommendation. The working group has been comprised of legal and finance so that any immediate financial or legal risks can be addressed as soon as possible. The recommendations for future governance is already underway and will consider (ii).	Update to be provided June 2021  (A further update will come through September 2021)	Interim Executive Director of Resources  Interim Director of Finance
iii) External guidance on best practice will be sought. Roles, responsibilities and legal requirements for local authority company directors and guidance on skill set will be sought and this will include the best way to assess the competence of Members and Chief Officers for these roles.	March 2021	This will be considered as part of the future governance recommendations.	Update to be provided June 2021  (A further update will come through September 2021)	Interim Executive Director of Resources  Interim Director of Finance
iv) Process for identifying gaps in knowledge and or experience will be brought forward to include training considerations. If necessary interim arrangements will be made to remove risks and ensure effective governance.	March 2021	This will be considered as part of the future governance recommendations.	Update to be provided June 2021  (A further update will come through September 2021)	Interim Executive Director of Resources  Interim Director of Finance

**ACTION PLAN IN RESPONSE TO THE REPORT IN PUBLIC INTEREST – June 2021 UPDATE**

**Appendix 1**

<p>v) Essential mandatory training will be undertaken on an annual basis and the retention of the director role for each Councillor and Council official will rely on completion of the recommended training.</p>	<p>March 2021</p>	<p>This will be considered as part of the future governance recommendations.</p>	<p>Update to be provided June 2021  (A further update will come through September 2021)</p>	<p>Interim Executive Director of Resources  Interim Director of Finance</p>
<p>vi) The impact of these changes will need to be reflected in the Council's Constitution and relevant protocols.</p>	<p>March 2021</p>	<p>This will be considered as part of the future governance recommendations.</p>	<p>Update provided June 2021  (A further update will come through September 2021)</p>	<p>Interim Executive Director of Resources  Interim Director of Finance</p>
<p>vii) Support for the effective governance of the Council's subsidiaries and retaining a corporate overview of activity of individual companies and the whole group of companies is to be developed.</p>	<p>March 2021</p>	<p>This will be considered as part of the future governance recommendations.</p>	<p>Update provided June 2021  (A further update will come through September 2021)</p>	<p>Interim Executive Director of Resources  Interim Director of Finance</p>
<p>Viii) Raise awareness of the timing of the Annual General Meetings of subsidiaries amongst Members.</p>	<p>New Recommendation</p>	<p>This will be considered as part of the future governance recommendations.</p>	<p>Update provided June 2021  (A further update will come through September 2021)</p>	<p>Interim Executive Director of Resources  Interim Director of Finance</p>

**ACTION PLAN IN RESPONSE TO THE REPORT IN PUBLIC INTEREST – June 2021 UPDATE**

**Appendix 1**

<p>IX) Cost effective mechanism to publish Board membership of Council subsidiaries to be investigated</p>	<p>New Recommendation</p>	<p>This will be considered as part of the future governance recommendations.</p>	<p>Update t provided June 2021  (A further update will come through September 2021)</p>	<p>Interim Executive Director of Resources  Interim Director of Finance</p>
--	---------------------------	--	---	---

**LBC Recommendation 1**  
 Given the challenges ahead there will need to be improvement of the Council’s approach to risk management to enable a satisfactory turnaround of the financial position.

**Cabinet Member Accountability:** Councillor King Cabinet Member for Croydon Renewal

Action	Original Deadline	Progress made to date	Updated Deadline	Accountability
i) An externally led review of the Council’s appetite for risk needs to be undertaken with Members and Officers to ensure that the council’s financial capacity for managing risk is fully understood.	January 2021	Cabinet risk management session has been carried out which will need to have a follow up session during the 21/22 financial year.  A similar exercise for Corporate Management team to be developed.	Sept 2021	Interim Director of Finance, Investment & Risk  Director of HR  Head of Democratic Services
ii) Corporate Finance, Performance and Risk management to be combined into one reporting function to remove silo thinking and increase the rigour to enable delivery of services, savings plans and the overarching Improvement Plan. This will require one new unified system of corporate reporting.	February 2021	PMO developing initial Corporate Finance, Performance and Risk report.  These reports will be developed monthly and will provide updates from across the Council on key KPIs. A Cabinet report on the process of reporting was provided on April 12 <sup>th</sup> 2021.  The June 7 <sup>th</sup> Corporate Finance, performance & Risk report iteration will provide a final set of CRP measures, and targets set to date, as well as a further update on the work streams in place to produce a full set of corporate performance reports by September 2021 Cabinet.	COMPLETE	Interim Executive Director of Resources

**ACTION PLAN IN RESPONSE TO THE REPORT IN PUBLIC INTEREST – June 2021 UPDATE**

**Appendix 1**

		The monthly reports will develop over time as recommendations are progressed.		
iii) Risk considerations to be made at the outset of all new decisions will ensure the Council has capacity, capability and financial resources needed to deliver. The assessment of risk is on the individual decision and its impact on the whole of the Council.	November 2020	All new programmes of work will be subject to sign off at the Programme Steering Group who will be able to provide a council wide view and ensure that risks have been considered. This process is in evolutionary phase so too soon to record as complete.	Sept 2021	All Executive Directors
iv) Develop training for Members and Officers to understand effective risk management.	January 2021 (updated to May 2021)	Cross reference to LBC rec 3 as this will form part of the wider Member Development Programme.  A training offer has been compiled referencing the RIPI to ensure aspects of the action plan are picked up. Following approval at the relevant Council meeting, action will quickly be taken to schedule and deliver training over the course of this financial year. Work is ongoing to approve the training offer, this is expected to be identified and arranged by the end of June at the latest.  A further refreshed training programme for members will be prepared later in the year for	June 2021	Interim Director of Finance  Director of HR  Head of Democratic Services

**ACTION PLAN IN RESPONSE TO THE REPORT IN PUBLIC INTEREST – June 2021 UPDATE**

**Appendix 1**

		2022, to ensure members have a framework of learning to support Council decision-making.		
v) The Council to review the terms of reference in regards the General Purposes and Audit Committee and Scrutiny & Overview Committee with regards to risk management to ensure there are no gaps in governance, to remove silo thinking and that both committees have a clear understanding of their responsibilities. This will include new guidance and joint training	March 2021	This is part of the review undertaken by Centre for Governance & Scrutiny to identify gaps in governance.	June 2021	Interim Executive Director of Resources
vi) Councillors to be provided overview of Council risk function and how risks are constantly monitored and updated in the organisation	New Recommendation	Cabinet training workshop took place in January 2021. The action is complete therefore but will need to be developed further to ensure that proper attention to changing financial position is considered throughout the year. Officers will look at opportunities to provide key learning to members through refreshed work programme for 2022.	<b>COMPLETE</b>	Interim Executive Director of Resources

LBC Recommendation 2				
Clarifying member and officer roles to support good governance arrangements				
Cabinet Member Accountability: Councillor Young Cabinet Member for Resources and Financial Governance				
Action	Original Deadline	Progress made to date	Updated Deadline	Accountability
i) The Council will need to undertake a review to consider its operating model to ensure it has capacity and specialist skills required to deliver the financial and operational improvements that are needed to deliver.	February 2021	The Interim Chief Executive has begun a consultation on the management arrangements for the council which is paused but due to recommence in near future.	September 2021	Interim Chief Executive
ii) The Member/Officer protocol is to be reviewed to ensure that it gives clarity on the respective roles and responsibilities for both Members and officers. The protocol should also explicitly place the seven principles of public life, known as the Nolan principles, at its heart. <a href="https://www.gov.uk/government/publications/the-7-principles-of-public-life">https://www.gov.uk/government/publications/the-7-principles-of-public-life</a> .  Training will be held for all Councillors and senior officers to develop good practice.	March 2021	On May 26 <sup>th</sup> a report reviewing the TOR of Ethics Committee went to the Committee and consequently a new work plan was adopted.  A Training offer has been developed for all members including where appropriate, specific training for committee members. Following approval at the relevant Council meeting, action will quickly be taken to schedule and deliver training over the course of this financial year. Work is ongoing to approve the training offer, this is expected to be identified and arranged by the end of June at the latest.	Update on progress in June 2021	Interim Executive Director of Resources  Head of Democratic Services

Page 144



**ACTION PLAN IN RESPONSE TO THE REPORT IN PUBLIC INTEREST – June 2021 UPDATE**

**Appendix 1**

<p>iii) A review of the member and officer Codes of Conduct will be undertaken to incorporate any learning from recent events and to ensure that they explicitly include the seven principles of public life, known as the Nolan principles, as the basis of the ethical standards expected of elected and appointed public office holders.</p>	<p>March 2021</p>	<p>The Local Government Association Code of Conduct 2020 was reported into Ethics Committee in February 2021. Members asked for a gap analysis to come back to the committee in April to inform any potential future changes.</p> <p>This Gaps Analysis was provided to Councillors at the May 26<sup>th</sup> Ethics Committee.</p> <p>This is linked to LBC2 - ii.</p>	<p><b>COMPLETE</b></p>	<p>Interim Executive Director of Resources</p>
<p>iv) Development sessions for Members and officers to better understand each other's respective roles.</p>	<p>March 2021</p>	<p>See LBC Recommendation 2 ii and iii.</p>	<p>June 2021</p>	<p>Interim Executive Director of Resources</p>
<p>v) Review the level of support and advice Scrutiny &amp; Overview Committee and the General Purposes and Audit Committee receives from the Head of Paid Services, Section 151 Officer and Monitoring Officer to ensure that the advice is in line with their statutory responsibilities. With this include clarification on the ability and process for members to request information.</p>	<p>March 2021</p>	<p>Meetings have been held between the Head of Paid Service, S151 officer, Monitoring Officer and Scrutiny Chairs to provide opportunity for regular discussion and planning.</p> <p>The Scrutiny and GPAC Workplan is being are also being linked in to the Council's forward plan.</p> <p>On the 30<sup>th</sup> March the Centre for Governance and Scrutiny presented</p>	<p>April 2021 – Action progressed</p> <p>Further update to be provided September 2021</p>	<p>Interim Executive Director of Resources</p>

		<p>a Scrutiny Improvement Review to the Scrutiny &amp; Overview committee.</p> <p>An Information Sharing Protocol has been at Ethics Committee on the 26<sup>th</sup> May to set out clearly what information Councillors can access and how.</p> <p>The CFGS is supporting the Council to benchmark and identify how GPAC can be developed to strengthen its role in the Council's governance.</p>		
<p>vi) Review the capacity of the organisation to support the Scrutiny &amp; Overview Committee and the General Purposes and Audit Committee so that activity is prioritised within the financial resources for these functions.</p>	<p>Commenced October 2020</p>	<p>This needs to be considered in conjunction with LBC Recommendation 2 V. See above therefore.</p>	<p>April 2021 – Action progressed</p> <p>Further update to be provided September 2021</p>	<p>Interim Executive Director Resources</p>

**LBC Recommendation 3**  
 Ensuring that Members are appropriately trained across all aspects of the Council’s financial duties and responsibilities

**Cabinet Member Accountability:** Councillor Young, Cabinet Member for Resources and Financial Governance

Action	Original Deadline	Progress made to date	Updated Deadline	Accountability
i) A detailed training and development programme is being designed to enable all Members to fulfil their roles in regard to their role with sufficient rigour. The programme being developed will cover: <ul style="list-style-type: none"> <li>• Financial management to include the importance of effective budget setting, a robust Medium Term Financial Strategy and rigorous budget monitoring (Add reserves)</li> <li>• Understanding funding sources, eg general fund, housing revenue account and direct schools grant</li> <li>• The role of Audit and the external auditor</li> <li>• Treasury management and capital strategies and the Council’s approach to subsidiaries</li> <li>• Risk assessment</li> <li>• Commercial Investment</li> <li>• Mentoring</li> <li>• Commissioning and Procurement Process</li> <li>• ASC Budget</li> <li>• Transformation Funding</li> <li>• Statutory and non-statutory services</li> </ul>	December 2020	A Training offer has been developed for all members including where appropriate, specific training for committee members. Following approval at the relevant Council meeting, action will quickly be taken to schedule and deliver training over the course of this financial year. Work is ongoing to approve the training offer, this is expected to be identified and arranged by the end of June at the latest.  Some training has been carried out during the latter part of 2020 early 2021. This includes Finance, Treasury Management, Risk but this needs to form part of a wider programme of work that is being drawn up for agreement with Members.  The Council will need to consider how it reports against attendance and records training on Mod.gov.  A further refreshed training programme for members will be prepared later in the year for	Training offer Through relevant approval route latest June 2021  Further update to be provided September 2021	Interim Chief Executive Interim Executive Director of Resources Director of HR Head of Democratic Services

		2022, to ensure members have a framework of learning to support Council decision-making.			
ii)	Further work on Cabinet development will be undertaken to support members to explore priorities for the new Cabinet, agree how the Members will work together to make the most of shared skills and consider individual and collective leadership styles and ways of working.	January 2021	LGA have carried out a facilitated session for Cabinet members	COMPLETE	Interim Executive Director of Resources
iii)	<p>Target support to be provided for Cabinet Members, Scrutiny &amp; Overview Committee Members and General Purposes and Audit Committee Members to strengthen the approach to reviewing the emerging plans, actions and risks that are being developed as part of the Croydon Renewal Plan, Financial recovery and progress against the Report in the Public Interest. In particular the training will include:</p> <ul style="list-style-type: none"> <li>• The role of Scrutiny and Overview in relation to finance and General Purposes and Audit Committee</li> <li>• Developing an effective culture of scrutiny and key questioning skills</li> <li>• Maintaining a ‘big picture’ view of the financial pressures affecting the council</li> <li>• Assessing effectively budget and financial plans, budget monitoring, reserves approach</li> <li>• Challenging how resources are allocated</li> <li>• Scrutinising partnership arrangements</li> <li>• Key finance issues for Scrutiny and Overview Committee to consider</li> </ul>	December 2020	<p>An information Sharing Protocol has been written and provided to the Ethics Committee on the 26<sup>th</sup> may 2021 setting out clear guidelines for members to attain information.</p> <p>A Training offer has been developed for all members including where appropriate, specific training for committee members. Following approval at the relevant Council meeting, action will quickly be taken to schedule and deliver training over the course of this financial year. Work is ongoing to approve the training offer, this is expected to be identified and arranged by the end of June at the latest.</p>	Progressed – Further Updates to be provided Quarterly	Interim Executive Director of Resources

LBC Recommendation 4				
The Council develops an improvement programme that has the necessary elements for it to function effectively and within its financial resource.				
Cabinet Member Accountability: Councillor Hamida Ali, Leader of the Council				
Action	Original Deadline	Progress made to date	Updated Deadline	Accountability
i) Implement new Council management arrangements that ensure: <ul style="list-style-type: none"> <li>• the delivery of high quality statutory services</li> <li>• finances are appropriately managed and controlled</li> <li>• a sound understanding of risk management is at the heart of the organisation</li> </ul>	April 2021	<ul style="list-style-type: none"> <li>• Process for Monthly finance updates established and to be implemented</li> <li>• £1m investment for additional capacity in Finance.</li> <li>• Risk Review</li> <li>• Corporate management restructure (to be re-commenced in near future)</li> <li>• Council meeting Ecosystem in process of being reviewed</li> <li>• Financial Control System developing</li> <li>• Priorities outlined to be achieved by September 2021.</li> <li>• Interim Assets Strategy delivered</li> </ul>	Update on next phase of work September 2021	Interim Chief Executive Officer
ii) Working with local residents, rebuild the trust with their local Council by focussing on effective delivery of core services, responding promptly and appropriately to queries and complaints and learning from good practice as well as failures and from each other.	April 2021	A Cabinet paper on Croydon Renewal Community Engagement to establish a Community Panel went to May Cabinet with operating principles and outcomes defined. The Panel is seen as a key element on our journey to becoming more transparent, open and honest in our ways of working.	Ongoing – To be updated every quarter	Interim Executive Director of Resources

		<p>The Panel will also represent a link between our communities and the delivery of the wider Croydon Renewal Improvement Plan.</p> <p>Rebuilding trust with residents will be an ongoing process with residents as we improve our cultures and systems to be the Council our resident’s needs. An update will continue to be provided against this action for the foreseeable future therefore.</p>			
iii)	<p>Introduce a new system of internal control focussed on finance, performance and risk to manage financial expenditure, risk management, service performance and the delivery of Council priorities. This will follow a monthly cycle of Departmental Leadership Teams, Executive Leadership Team, Cabinet and Scrutiny &amp; Overview as appropriate.</p>	<p>April 2021</p>	<p>The Council is accelerating work to deliver a renewed financial control system and a review and refresh of our internal meetings structure. Work on these is ongoing with delivery and full compliance by staff expected in September 2021.</p> <p>The Council has already developed processes that will ensure monthly reporting on its financial performance and on Corporate Finance, Performance and Risk.</p>	<p>Next Update September 2021</p>	<p>Interim Chief Executive Officer</p>
iv)	<p>Building on the work done to date and listening to staff concerns about equality and diversity in the workplace, co-create a working environment that respects and values all our staff and take positive action to ensure that this is the case.</p>	<p>April 2021</p>	<p>The Council has launched a Guardians Programme in order to provide its staff a safe space to share concerns and have conversations around working issues</p>	<p>Ongoing – To be updated every quarter</p>	<p>Interim Executive Director of Resources  Director of HR</p>

		<p>including potential problems related to bullying or discrimination.</p> <p>The Leader &amp; Interim CEO have participated in roadshows/staff engagement sessions attended by several hundred staff not only to share corporate priorities but to hear directly from staff on their views and experiences.</p> <p>The Council held a whole staff conference in March, to initiate such staff engagement and to start to create a working environment where staff are listened to and involved in priority setting process. The Council recognises it will take time to build staff trust and confidence.</p>			
v)	Create a new system of staff performance appraisal, co-created with staff and agreed with the trade unions.	<p>April 2021</p>	<p>The Council has implemented a light touch solution to appraisals for 2020/2021 to recognise the sheer level of work and commitment staff have shown in the last year.</p> <p>Further work on re-developing appraisals in the longer term is ongoing.</p>	<p>Next update January 2022</p>	<p>Interim Executive Director of Resources  Director of HR</p>
vi)	By working with Council staff, co-create an environment that is open to listening, free from fear, built on trust and openness and reflects the diverse borough that we serve.	Commenced with appointment of Interim Chief Executive	See recommendation LBC 4 iv	Ongoing – To be updated every quarter	Interim Executive Director of Resources  Director of HR

<p>vii) Agree a training programme for Council staff that includes finance for non-financial managers, Business Case Development, understanding risk, project management and the Council’s own governance processes.</p>	<p>January 2021</p>	<p>The Council training budget will be held centrally to assist with developing a corporate approach to staff training that creates consistency and efficiency in the way this is managed and delivered. The more specific approach to these areas for training will be agreed once the forensic financial exercise is complete.</p> <p>The forensic audit will now not be completed until the end of June. The deadline has been moved therefore.</p>	<p>September 2021</p>	<p>Interim Executive Director of Resources</p>
<p>viii) Ensure the actions contained in this plan are supported by a corporate programme office that can provide assurance to Members.</p>	<p>Complete</p>	<p>A PMO office has been established dedicated to coordinating and supporting the delivery of key improvement actions across the Council. This includes recommendations in the MHCLG Rapid Review, the RIPI and the Croydon Renewal Plan.</p>	<p><b>COMPLETE</b></p>	<p>Interim Executive Director of Resources</p>
<p>ix) Corporate level sponsorship to be allocated to all projects to ensure clarity of responsibility for delivery.</p>	<p>New Recommendation</p>	<p>ELT members already allocated across all actions. Further project managers to be identified to deliver the recommendations.</p>	<p><b>COMPLETE</b></p>	<p>Interim Chief Executive</p>
<p>x) Work needs to be undertaken as a priority to understand the future model of the Council, which would inform the direction of travel in the improvement journey.</p>	<p>New Recommendation</p>	<p>A restructure had been proposed and consulted on however, this was paused. The restructure is expected to recommence in the near future.</p> <p>A review of the Council’s Meeting Ecosystem is ongoing.</p>	<p>September 2021</p>	<p>Interim Chief Executive</p>



**ACTION PLAN IN RESPONSE TO THE REPORT IN PUBLIC INTEREST – June 2021 UPDATE**

**Appendix 1**

xi) Council is to provide appropriate officer support is given to Scrutiny in order that it can fulfil its role.	New Recommendation	See recommendation LBC 2 V	April 2021 – Action progressed  Further update to be provided September 2021	Interim Executive Director Resources
--	--------------------	----------------------------	--	--------------------------------------

This page is intentionally left blank

## ARCHIVED ACTION PLAN IN RESPONSE TO THE REPORT IN PUBLIC INTEREST

## Appendix 2

1. The Council has fully accepted all recommendations made by the external auditor (R1-R20)
2. The Council has added additional recommendations LBC1-4
3. There are 9 high priority recommendations from the external auditor for the Council to urgently address:

<b>High Priority Actions</b>	<b>High Priority Actions</b>
R1a Children's Social Care	R12 Revolving Investment Fund
R1b Adult Social Care	R14 Treasury Management
R2 Adequacy of Council Reserves	R18 Ongoing investment in Brick by Brick
R3 Use of Transformation Funding	R20 Governance of subsidiaries
R9 Budget Challenge/Rigour	

This document contains all actions marked complete and therefore archived as per the April 2021 RIPI Cabinet update.

**Overall accountability for the action plan rests with the Interim Chief Executive**

**Recommendation 1a – HIGH PRIORITY**

The Executive Director Children Families and Education needs to address the underlying causes of social care overspends in children’s social care and take effective action to manage both the demand and the resulting cost pressures.

**Cabinet Member Accountability:** Councillor Flemming, Cabinet Member for Children, Young People and Learning

Action	Original Deadline	Progress made to date	Updated Deadline	Accountability
IV) Secure independent external challenge through the Partners in Practice programme to enable valid judgements to be made about the correct level of funding to meet the needs of Croydon’s children in care.	January 2021	Report from LB Camden received under Partners in Practice Programme – December 2020  Independent Financial Adviser commissioned by the DFE to provide expert challenge and support commenced on 22/2/21 for a period of 9 months.	Ongoing support until November 2021 - Marked complete in April 12 <sup>th</sup> Cabinet report	Interim Executive Director, Children Families and Education

**Recommendation 1b – HIGH PRIORITY**  
 The Executive Director Health, Wellbeing and Adults needs to address the underlying causes of social care overspends in adults social care and take effective action to manage both the demand and the resulting cost pressures.

**Cabinet Member Accountability:** Councillor Campbell, Cabinet Member for Families, Health and Social Care

Action	Original Deadline	Progress made to date	Updated Deadline	Accountability
i) Commission a diagnostic of spend and opportunities to be carried out by the Local Government Association (LGA) National Care & Health Improvement Adviser Finance and Risks to inform future shape of transformation opportunities.	<b>COMPLETED</b> October 2020	This was carried out and used during November 2020 to inform development of the Adult Social Care Improvement Plan	Marked complete in April 12 <sup>th</sup> Cabinet report	Executive Director Adult Social Care
ii) Review the current service delivery models of adult social care and gateway services to right size the budget and delivery model to benchmark with comparator Councils in relation to population and service outcomes.	December 2020	Data has been collected which provides benchmarking of Croydon ASC care spend vs other Councils, this was factored in to the Adult Social Care Improvement Plan.  Budget modelling has been agreed for ASC for 21/22 budget. Service modelling forms part of adult's improvement plan.	Marked complete in April 12 <sup>th</sup> Cabinet report	Executive Director Adult Social Care
iii) To create a placements board to challenge the Council on current cost of placements, managing demand for new placements and ensuring value for money in procurement of placements	January 2021	Placements boards have been implemented in the Council to challenge placements and reduce expenditure.  Daily challenge panel has been in place since S114. All spend is then promoted to the Spend Control Panel, as agreed with then S151 Officer.	Marked complete in April 12 <sup>th</sup> Cabinet report	Executive Director Adult Social Care

ARCHIVED ACTION PLAN IN RESPONSE TO THE REPORT IN PUBLIC INTEREST

Appendix 2

		Placements programme is in place with an agreed scope. Funding also agreed for Care Cubed placements tool agreed at ELT on 8 March 21.		
iv) Use the output from the diagnostic review to remodel financial implications to help shape the Medium Term Financial Strategy (MTFS)	December 2020	<p>Diagnostic review and benchmarking data has been used to shape the Adult Social Care Improvement plan.</p> <p>Croydon Adults Improvement plan has been fully developed and aligned to budget as signed off at March Cabinet. LBC delivery tracker being updated fortnightly.</p>	Marked complete in April 12 <sup>th</sup> Cabinet report	Director of Finance, Investment & Risk

**Recommendation 2 – HIGH PRIORITY**  
 The Council (including Cabinet and Scrutiny and Overview Committee) should challenge the adequacy of the reserves assessment which should include a risk assessment before approving the budget.

**Cabinet Member Accountability:** Councillor King, Cabinet Member for Croydon Renewal

Action	Original Deadline	Progress made to date	Updated Deadline	Accountability
i) Develop a reserves strategy as part of the Medium Term Financial Strategy (MTFS) and present it for approval with the Budget reports to Cabinet and Full Council. This needs to incorporate a clear assessment of risks and liabilities that demonstrate all current and future exposure has been thought through and factored into the recommendations. Strategy to map the financial governance process around agreeing additions to reserves to be included to reduce risk of duplication and that there were no gaps in approach.	February/March 2021	The MTFS and 21/22 Budget agreed on 8 <sup>th</sup> March contains a clear strategy for growing the reserves base up to a level which by 23/24 would give a general fund reserve in excess of £60 million	Marked complete in April 12 <sup>th</sup> Cabinet report	Interim Director of Finance, Investment and Risk
ii) In considering future budget reports, Cabinet will assure itself that all risks and liabilities have been properly considered by requesting that the Scrutiny & Overview Committee and the General Purposes and Audit Committee review the adequacy of the strategy and its relationship to the MTFS prior to Cabinet taking a decision.	February/March 2021	From April 2021 Financial Monitoring reports will be provided to Cabinet on a monthly basis to ensure Members have increased oversight on any emerging pressures or movements.  The 21/22 Budget was reported to Scrutiny on 16 <sup>th</sup> February 2021 and comments were verbally reported to cabinet on 8 <sup>th</sup> March 2021.  Future year’s timescales will need to include time for both this and reference to GPAC and Scrutiny	Marked complete in April 12 <sup>th</sup> Cabinet report	Interim Director of Finance, Investment and Risk

**Recommendation 5**  
 The General Purposes and Audit Committee should receive reports on the actions being taken to address the Dedicated Schools Grant deficit and challenge whether sufficient progress is being made.

**Cabinet Member Accountability:** Councillor Flemming, Cabinet Member for Children, Young People and Learning

Action	Original Deadline	Progress made to date	Updated Deadline	Accountability
i) The Dedicated Schools Grant recovery plan should be presented to General Purposes and Audit Committee and Scrutiny and Overview Committee for review and agreement to ensure that it is adequate to meet objectives and timelines that have been set.	February 2021	Reviewed at GPAC 4 March 2021	Marked complete in April 12 <sup>th</sup> Cabinet report	Interim Director of Education
ii) Special Educational Needs Finance Board to be established and chaired by the interim Director of Education to oversee the delivery of the Dedicated Schools Grant recovery plan.	<b>COMPLETED</b> October 2020	Initial meetings held with further meetings to be scheduled to update on the progress of the DSG recovery plan.	Marked complete in April 12 <sup>th</sup> Cabinet report	Interim Director of Education
iii) Training to be provided to members to ensure the committee possess a working understand of education funding and budgets	New Recommendation	DSG training has been delivered to members of Scrutiny Committee, Labour Group and Conservative Group	Marked complete in April 12 <sup>th</sup> Cabinet report	Interim Director of Education /Head of Learning &OD



**Recommendation 6**  
 The Executive Director Children, Families and Education needs to review the services provided to UASC and to identify options to meet their needs within the grant funding provided by the Home Office.

**Cabinet Member Accountability:** Councillor Flemming, Cabinet Member for Children, Young People and Learning

Action	Original Deadline	Progress made to date	Updated Deadline	Accountability
i) Complete a forensic review of grant income against the total expenditure for unaccompanied asylum seeking children and care leavers over the past 3 years, including the co-ordination of pan-London arrangements	December 2021	Review completed and is informing Council's approach to UASC support offer.	Marked complete in April 12 <sup>th</sup> Cabinet report	Interim Head of Finance, Children, Families and Education

<b>Recommendation 7</b>				
The Executive Director Children, Families and Education needs to identify the capacity threshold for the numbers of UASC that it has the capacity to deliver safe UASC services to.				
<b>Cabinet Member Accountability:</b> Councillor Flemming, Cabinet Member for Children, Young People and Learning				
Action	Original Deadline	Progress made to date	Updated Deadline	Accountability
i) Draw on the analysis and review at 6 (i) to develop options to establish a capacity threshold for Croydon for unaccompanied asylum seeking children that is commensurate with other Local Authorities and in line with the nationally agreed standards and funding.	December 2020	The voluntary national rate is the equivalent of 0.07% of the child population. In Croydon that equates to 66 children. This underpins the forensic review and modelling completed in 6i	Marked complete in April 12 <sup>th</sup> Cabinet report	Interim Executive Director, Children Families and Education

**Recommendation 9 – HIGH PRIORITY**  
 The Council (including Cabinet and Scrutiny and Overview Committee) need to show greater rigor in challenging underlying assumptions before approving the budget including understanding the track record of savings delivery.

**Cabinet Member Accountability:** Councillor King, Cabinet Member for Croydon Renewal/ Callton Young, Cabinet Member for Resources and Financial Governance

Action	Original Deadline	Progress made to date	Updated Deadline	Accountability
i) To support the Annual Budget setting process Budget Development Meetings will be held for each department and will be attended by Executive Directors, Corporate Leadership Team and Members with accountability for their service area and staff who are responsible for service delivery that understand what impact growth and savings plans will have on the services. To support this process Members will be provided with a clear set of proposals that demonstrate cost pressures (growth) and savings opportunities with narrative and comparators on budget and outcomes delivered to describe the impact of the decisions that are required to be taken.	October / November 2020 -	Proposals were provided to members with a formal decision in November Cabinet. Saving opportunities for 21/22 were set out across all services and have been incorporated into delivery of Croydon Renewal Plan.  The Council recognises further savings will be necessary to achieve a sustainable budget in the long term. Discussions for further savings next year will be scheduled starting from April 2021.	Marked complete in April 12 <sup>th</sup> Cabinet report	Interim Director of Finance, Investment & Risk
ii) To support the budget exercise the Council will seek external support to test the draft budget proposals, seek ideas and good practice and will take the same approach by seeking support for the scrutiny process.	December 2020	Various support from external sources has been utilised to date to offer capacity and advice. This includes the LGA, Council peers and CIPFA. The Council will continue to use such opportunities moving forward.	Marked complete in April 12 <sup>th</sup> Cabinet report	Interim Director of Finance, Investment & Risk
iii) Develop a budget savings tracker that profiles savings by month to enable Members to track that savings are on target. This will need to correlate with the finance, performance and risk reporting that Council will introduce.	January 2021	An in year savings tracker has been developed to monitor identified savings and escalate any delivery challenges. In year savings are rag	Marked complete in April 12 <sup>th</sup>	Interim Director of Finance, Investment & Risk

ARCHIVED ACTION PLAN IN RESPONSE TO THE REPORT IN PUBLIC INTEREST

Appendix 2

		rated based on confidence in delivery.	Cabinet report		
iv)	To increase understanding of the choices Cabinet Members are making with regards to the emerging budget and to effectively challenge budget assumptions, Scrutiny and Overview Committee Members to receive regular briefings on the progress of budget setting.	January 2021	<p>Budget Discussions were conducted across January and February 2021. This included focused discussion on the 21/22 budget for specific directorates. Discussion took place at Children and Young People Sub-Committee, Health &amp; Social Care Sub-Committee, at Scrutiny, Streets, Environment &amp; Homes sub-committee and finally the Scrutiny &amp; Overview Committee.</p> <p>The Council will continue to keep Scrutiny committees sighted on budget matters.</p>	Marked complete in April 12 <sup>th</sup> Cabinet report	Interim Director of Finance, Investment & Risk
v)	To review the budget setting-timetable to ensure that the Scrutiny & Overview Committee has the time to digest and review the budget proposals and underlying assumptions and for Cabinet to respond fully to any challenge or comments and for Cabinet to be able to consider changing its proposals.	April 2021	<p>The Council is taking action to ensure budget discussions happen at an earlier date and more opportunities are offered to members to offer input into the budget and review its management. These actions include finalisation of Council meetings forward plan up until April 2022 with dates marked for policy discussions and monthly financial performance updates at Cabinet.</p> <p>Additionally, budget developments meetings will begin in Spring 2021 as opposed to Autumn meaning savings will be identified and shared with members earlier in year.</p>	Marked complete in April 12 <sup>th</sup> Cabinet report	Interim Director of Finance, Investment & Risk

<b>Recommendation 11</b>				
The s151 officer needs to revisit the Growth Zone assumptions following the pandemic and make recommendations to Cabinet and Council for the continued investment in the scheme.				
<b>Cabinet Member Accountability:</b> Councillor King, Cabinet Member for Croydon Renewal				
<b>Action</b>	<b>Original Deadline</b>	<b>Progress made to date</b>	<b>Updated Deadline</b>	<b>Accountability</b>
i) The Council have commissioned PwC to undertake a strategic review of the Growth Zone with completion expected November 2020. The report with recommendations on a way forward will be discussed with Cabinet and agreed by Members.	December 2020	PwC report to cabinet made recommendations on future of GZ. These are now being implemented	Marked complete in April 12 <sup>th</sup> Cabinet report	Interim Director of Finance, Investment & Risk
iii) Cabinet paper with revised profile and recommendations to be issued March 2021.	March 2021	See 11ii	Marked complete in April 12 <sup>th</sup> Cabinet report	Interim Director of Finance, Investment & Risk
iv) The Council needs a mechanism in place to review projects to use the learning to inform any future work. This should be extended across all areas of the Council, with learning retained centrally as a corporate resources.	New recommendation	Project closure process in place as part of the governance of all projects.	Marked complete in April 12 <sup>th</sup> Cabinet report	Interim Director of Finance, Investment & Risk

**Recommendation 12 – HIGH PRIORITY**  
 The s151 officer should review the financial rationale and associated risks and make recommendations to Cabinet and Council on whether the Revolving Investment Fund should continue.

**Cabinet Member Accountability:** Councillor King, Cabinet Member for Croydon Renewal

Action	Original Deadline	Progress made to date	Updated Deadline	Accountability
i) The Council have commissioned PwC to undertake a strategic review of the Revolving Investment Fund with completion expected in November 2020. The report with recommendations on a way forward will be discussed with Cabinet and agreed by Members.	December 2020	Report by PwC on governance & strategic review delivered in November 2020 to Cabinet.  Treasury Management strategy updated 1st March 2021 limits new lending under the RIF to BBB working capital loans only	Marked complete in April 12 <sup>th</sup> Cabinet report	Interim Director of Finance, Investment & Risk
ii) Recommendations to be presented alongside budget review in Feb 2021 to Cabinet, General Purposes and Audit Committee and Scrutiny and Overview	February 2021	See recommendation 12i	Marked complete in April 12 <sup>th</sup> Cabinet report	Interim Director of Finance, Investment & Risk
iii) Cabinet paper with recommendations to be issued March 2021.	March 2021	See recommendation 12i	Marked complete in April 12 <sup>th</sup> Cabinet report	Interim Director of Finance, Investment & Risk

**Recommendation 13**  
 The s151 officer should review the purchase of Croydon Park Hotel to identify lessons learned to strengthen future due diligence arrangements.

**Cabinet Member Accountability:** Councillor King, Cabinet Member for Croydon Renewal

Action	Original Deadline	Progress made to date	Updated Deadline	Accountability
i) The Council have commissioned PWC to undertake a strategic review of assets that have been purchased with completion expected in November 2020. The report with recommendations on a way forward will be discussed with Cabinet and agreed by Members.	December 2020	On February 18 <sup>th</sup> Cabinet agreed the approach set out in the Interim Assets Strategy. This included, in the appendices, options for an approach on the future of Croydon Park Hotel. An update with a decision on the future of Croydon Park Hotel is provisionally scheduled for September 2021.	Marked complete in April 12 <sup>th</sup> Cabinet report	Interim Director of Finance, Investment & Risk
iii) Review and re-write the asset investment strategy that was approved by Cabinet in October 2018 incorporating advice from each of the Strategic Reviews. The review will explicitly consider best practice from the sector and lessons learned from other local authorities, the external auditor and the National Audit Office on effective investment practice.	March 2021	Interim Asset Strategy has been approved at February 18 <sup>th</sup> Cabinet to fast track income generation and achieve “quick wins.”  A 3 year 21-24 Asset Strategy is being developed provisionally set for January 2022 Cabinet.	Marked complete in April 12 <sup>th</sup> Cabinet report	Interim Director of Finance, Investment & Risk / Executive Director of Place
iv) Cabinet paper with recommendations to be issued March 2021. Update to be provided at Scrutiny on 9 <sup>th</sup> February	March 2021	The Interim Assets Disposal Strategy, was discussed at both Cabinet and Scrutiny & Overview Committee in February.	Marked complete in April 12 <sup>th</sup> Cabinet report	Interim Director of Finance, Investment & Risk

Page 107

**Recommendation 14 – HIGH PRIORITY**

The Cabinet and Council needs to re-consider the Treasury Management Strategy for ongoing affordability of the borrowing strategy, the associated risks and identify whether alternative options can reduce the financial burden.

**Cabinet Member Accountability:** Councillor Young, Cabinet Member for Resources and Financial Governance and Councillor King, Cabinet Member for Croydon Renewal

Action	Original Deadline	Progress made to date	Updated Deadline	Accountability
i) The Treasury Management Strategy will be reviewed as part of the budget setting for 2021/22 and will take into consideration the outcome of the strategic reviews to factor in the overall financial position and best practice from other local authorities. The report with recommendations on a way forward will be discussed with Cabinet and agreed by Members.	February 2021	Treasury Management strategy updated and agreed by Council on 8 <sup>th</sup> March 2021	Marked complete in April 12 <sup>th</sup> Cabinet report	Interim Director of Finance, Investment & Risk
ii) The outcome of the strategic reviews that the Council have commissioned will inform the Treasury Management Strategy for 21/22 onwards and any changes in governance that may be required.	February 2021	See recommendation 14i	Marked complete in April 12 <sup>th</sup> Cabinet report	Interim Director of Finance, Investment & Risk



**Recommendation 15**  
 The Chief Executive should arrange detailed Treasury Management training to assist Members to better understand and challenge the long-term financial implications of matters reported within the Treasury Management Strategy.

**Cabinet Member Accountability:** Councillor Young Cabinet Member for Resources and Financial Governance

Action	Original Deadline	Progress made to date	Updated Deadline	Accountability
i) Members to attend training sessions facilitated by the Local Government Association to cover treasury management to enable better and effective financial leadership.	January 2021	Treasury management training was offered to all members on the 3 <sup>rd</sup> March 2021.  Session was recorded and will be distributed to all Members and all budget managers.	Marked complete in April 12 <sup>th</sup> Cabinet report	Interim Chief Executive

**Recommendation 16**  
 The s151 officer should revisit the Minimum Revenue Provision policy to demonstrate that a prudent approach is being taken.

**Cabinet Member Accountability:** Councillor King Cabinet Member for Croydon Renewal

Action	Original Deadline	Progress made to date	Updated Deadline	Accountability
i) Link Asset Management has been commissioned to carry out a review of the Minimum Revenue Position policy. The report with recommendations will be discussed with General Purposes and Audit Committee and then on to Cabinet.	December 2020	Minimum Revenue Provision Policy Statement 2020/21 went to Cabinet 1 <sup>st</sup> March as part of the Treasury Management Strategy.	Marked complete in April 12 <sup>th</sup> Cabinet report	Interim Director of Finance, Investment & Risk

**Recommendation 17**  
 The Cabinet and Council should reconsider the financial business case for continuing to invest in Brick by Brick before agreeing any further borrowing.

**Cabinet Member Accountability:** Councillor Hamida Ali, Leader of the Council

Action	Original Deadline	Progress made to date	Updated Deadline	Accountability
ii) Council to review the risks relating to Brick by Brick to ensure they are appropriately listed on the risk register	New Recommendation	The Risks for Brick by Brick have been reviewed and are as follows per the Corporate Risk Register: <ol style="list-style-type: none"> <li>1. Investigation or ownership taken on all activities that the Council undertakes by the Executive Leadership Team, Cabinet and all Scrutiny Committees (including GPAC).</li> <li>2. There is no effective challenge, review, investigation or ownership taken on all activities that the Council undertakes by the Executive Leadership Team, Cabinet and all Scrutiny Committees (including GPAC).</li> </ol> **These risks specifically relate to financial strategy, treasury management strategy (including borrowing), capital investment strategies and appropriateness of continuing investment and association with BBB**	Marked complete in April 12 <sup>th</sup> Cabinet report	Interim Director of Finance, Investment & Risk

**Recommendation 18 – HIGH PRIORITY**  
 The Cabinet and Council should review and reconsider the ongoing financial rationale for the Council in the equity investment arrangement with Brick by Brick.

**Cabinet Member Accountability:** Councillor King Cabinet Member for Croydon Renewal

Action	Original Deadline	Progress made to date	Updated Deadline	Accountability
i) PwC has been commissioned to undertake a strategic review of Brick by Brick. The report and recommendations will consider the ongoing financial rationale and equity invested and will detail options for the Council that will be considered by the Scrutiny & Overview Committee Cabinet prior to being presented to Cabinet.	December 2020	<p>This paper went to Scrutiny &amp; Overview Committee and Cabinet in February 2021.</p> <p>The Cabinet paper noted that the Council has never made any equity payments, as planned, and is not in the financial position to do so. It was noted BBB sales proceeds were meant to be placed in an account for the Council to apply interest repayment and, if excess, to substantive loan repayment. Unfortunately, this process has not occurred and instead sale proceeds were retained by BBB effectively replacing the Council's equity share.</p> <p>The Council needs to review existing arrangement, change the current agreements or replace it with fresh loans.</p> <p>It is recommended that the current arrangements continue but in a modified way to give Brick by Brick capacity to have working capital to ensure that funds are available to build out units on site</p>	Marked complete in April 12 <sup>th</sup> Cabinet report	Interim Chief Executive

<b>LBC Recommendation 3</b>				
Ensuring that Members are appropriately trained across all aspects of the Council’s financial duties and responsibilities				
<b>Cabinet Member Accountability:</b> Councillor Young, Cabinet Member for Resources and Financial Governance				
<b>Action</b>	<b>Original Deadline</b>	<b>Progress made to date</b>	<b>Updated Deadline</b>	<b>Accountability</b>
ii) Further work on Cabinet development will be undertaken to support members to explore priorities for the new Cabinet, agree how the Members will work together to make the most of shared skills and consider individual and collective leadership styles and ways of working.	January 2021	LGA have carried out a facilitated session for Cabinet members	Marked complete in April 12 <sup>th</sup> Cabinet report	Interim Executive Director of Resources

**LBC Recommendation 4**  
 The Council develops an improvement programme that has the necessary elements for it to function effectively and within its financial resource.

Cabinet Member Accountability: Councillor Hamida Ali, Leader of the Council

Action	Original Deadline	Progress made to date	Updated Deadline	Accountability
VII) Ensure the actions contained in this plan are supported by a corporate programme office that can provide assurance to Members.	Complete	A PMO office has been established dedicated to coordinating and supporting the delivery of key improvement actions across the Council. This includes recommendations in the MHCLG Rapid Review, the RIPI and the Croydon Renewal Plan.	Marked complete in April 12 <sup>th</sup> Cabinet report	Interim Executive Director of Resources
IX) Corporate level sponsorship to be allocated to all projects to ensure clarity of responsibility for delivery.	New Recommendation	ELT members already allocated across all actions. Further project managers to be identified to deliver the recommendations.	Marked complete in April 12 <sup>th</sup> Cabinet report	Interim Chief Executive

Page 174

<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)

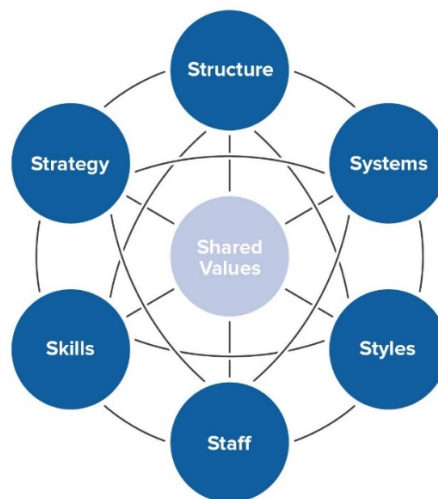
- vii. Note that the Council programme of moving all its services into a localities blueprint ceases and that localities is now focused solely upon adult social care and health as a service delivery model.
- viii. Note that in accordance with the Council's Restructuring and Reorganisation Policy, all 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.

---

<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.

---

<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

---

<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

## **Priorities & new Ways for renewing Croydon**

### **About this plan: why are we doing this now**

Croydon faces the most serious financial challenges and is seeking a loan from the Ministry for Housing Communities and Local Government (MHCLG). This is caused by the issues highlighted in our auditor's Report in the Public Interest and exacerbated by the Covid 19 pandemic and to a lesser extent the uncertainty caused by leaving the European union, currently without a trade agreement.

These problems have deep roots, and while a decade of austerity, historic underfunding and the Covid-19 crisis have had a major impact on our finances they do not excuse where the council has made mistakes.

We will need to rebuild the council and rebuild trust with our communities and partners. We know this won't be easy and will require difficult decisions to be made. The challenges we face mean we have had to rethink the plans we set at the last local elections. We have had to work quickly to identify what is most important for our communities, in the immediate future and over the next three years.

This framework will give us a structure to help us identify: where our limited resources as a local authority can have the most positive impact for our residents; where we can leverage our partnerships to support our plans, and; where we should be using our democratic leadership to campaign and lobby government for change.

This framework will help council officers set a new corporate plan for the organisation. We will be able to assess spending and policy proposals in every area, from housing, to health, from economy to early help, from culture to community safety, or any other part of the council, any work or service will need to make a positive impact in addressing one of our three priorities. We have also set out how we will do this, so residents, partners, staff and service users know what they can expect from us and hold us to account for how we deliver, not just what we deliver.

### **Who we are: our values, our ambition**

We are a borough that cares, about each other, and about the communities we live in. We have strong neighbourhoods, thriving local businesses and a vibrant voluntary sector. We want Croydon to be a place where no one is left behind. This means we will focus our efforts on the most vulnerable and most excluded residents, including those living in extreme poverty.

As a council we are explicit that we can't do this alone. The council has over many years nurtured really strong partnerships: with the NHS, with the wider public sector, with employers and businesses in the borough with the voluntary sector and above all with the people who live here. We will seek to work with every resident and organisation that wants to work with us to face our challenges and build a better future for Croydon. We know that we will need to work to earn back the trust we need for these partnerships to be effective.

Above all we want to build a compassionate, resilient and caring Croydon.

## **Our priorities – 2021-2024**

The challenges we face are immense. While this doesn't stop us being ambitious for Croydon in the future, it does mean we will need to be clear about our priorities and make some tough decisions about what we will and won't do over the next few years.

For the next year to 18 months at least, Covid is going to be absolutely central to our day to day experiences, as a community and a country. The pandemic will continue to have a huge impact on what we are able to do and how we are able to operate as a local authority. Covid has also meant changes to how we deliver some services, introducing digital options which are more convenient for residents and more efficient for the council. The three priorities below should be viewed through that lens. Since March we have been regularly reviewing and updating our response to Covid to support our communities and will continue to do so as we simultaneously improve as a council.

Taking our significant challenges, together with our ambition for our borough and the assets we have, in the council, our communities and through our partners we have decided to focus on the following priorities for our borough:

- 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.

This will mean some tough decisions for the council. We will stop delivering some services that we know our communities find valuable. But we believe that by focussing on a smaller number of priorities for our residents we will be more impactful on those issues, and ultimately deliver what we do keep doing to higher standard. We will be working with our residents, our staff and our partners to identify the right way to deliver our priorities for the next three years, and welcome everyone's views.

## **How we will do it – 2021-2024**

The need for us to rebuild trust and in order to meet the scale of the challenges we face, means we will also need to change the way we work. This change won't be easy, and while some changes can be made quickly others will take time. Throughout this we will focus on some key ways of working in the council, with our communities and partners to build a better Croydon.

- We will practise sound financial management, being honest about what we've spent and what we can afford.
- We will focus on what we, uniquely, can do as the local authority as the democratically elected leaders of our borough. This means we will focus on our core services, and a small number of evidence-based outcomes that deliver our priorities. But we will also continue to use our democratic mandate to convene our partners around a common purpose and to make a clear case for a better deal for Croydon.
- We will aim to become a much more transparent, open and honest council. We will involve residents in our decision making. But we will also need to be clear with residents about what we can do, and what we can't. When we have to say no, we will do so with compassion and take the time to explain our decisions.

### **The context for Croydon**

Croydon, along with the rest of the UK, is about to enter one of the most challenging periods of its history. We don't yet know the full extent of Covid's impact – significant economic and social restrictions to protect us from the disease remain in place, themselves both causing social and economic problems now and storing up more for the future. In a matter of weeks we leave the European Union. A trade deal is currently uncertain.

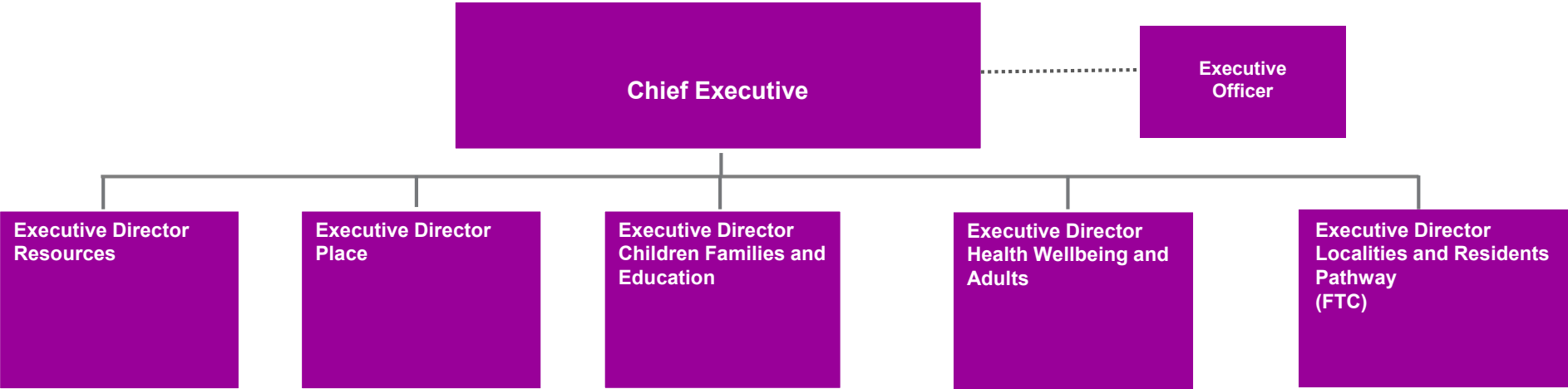
Leaving the EU and Covid are exposing ingrained inequality, disadvantage and poverty, already present in our borough. It's likely that the people and groups who are already worse off will be hardest hit by these twin storms. We have particularly seen the racial and economic inequality in our borough laid bare.

These challenges will require us all to pull together to support each other and play our part to get us through the tough times to come.

Covid and leaving the EU are beyond the council's control, but it is against this backdrop, Croydon Council itself faces a financial challenge the scale of which has not been seen in local government. We have been subject to stinging external criticism – which although it hurts, we accept. We know if we are to put things right every area of our work will be impacted as we seek to reshape the council and put it on a stable financial footing, in order to weather the storms to come.

It's clear that Croydon faces crises on a number of fronts. It would be easier to give up and let someone else try to solve our triple challenges. But giving up is not in our nature. We are determined to use our democratic mandate, our convening power and influence and our resources efficiently and effectively to support residents through the tough times to come.

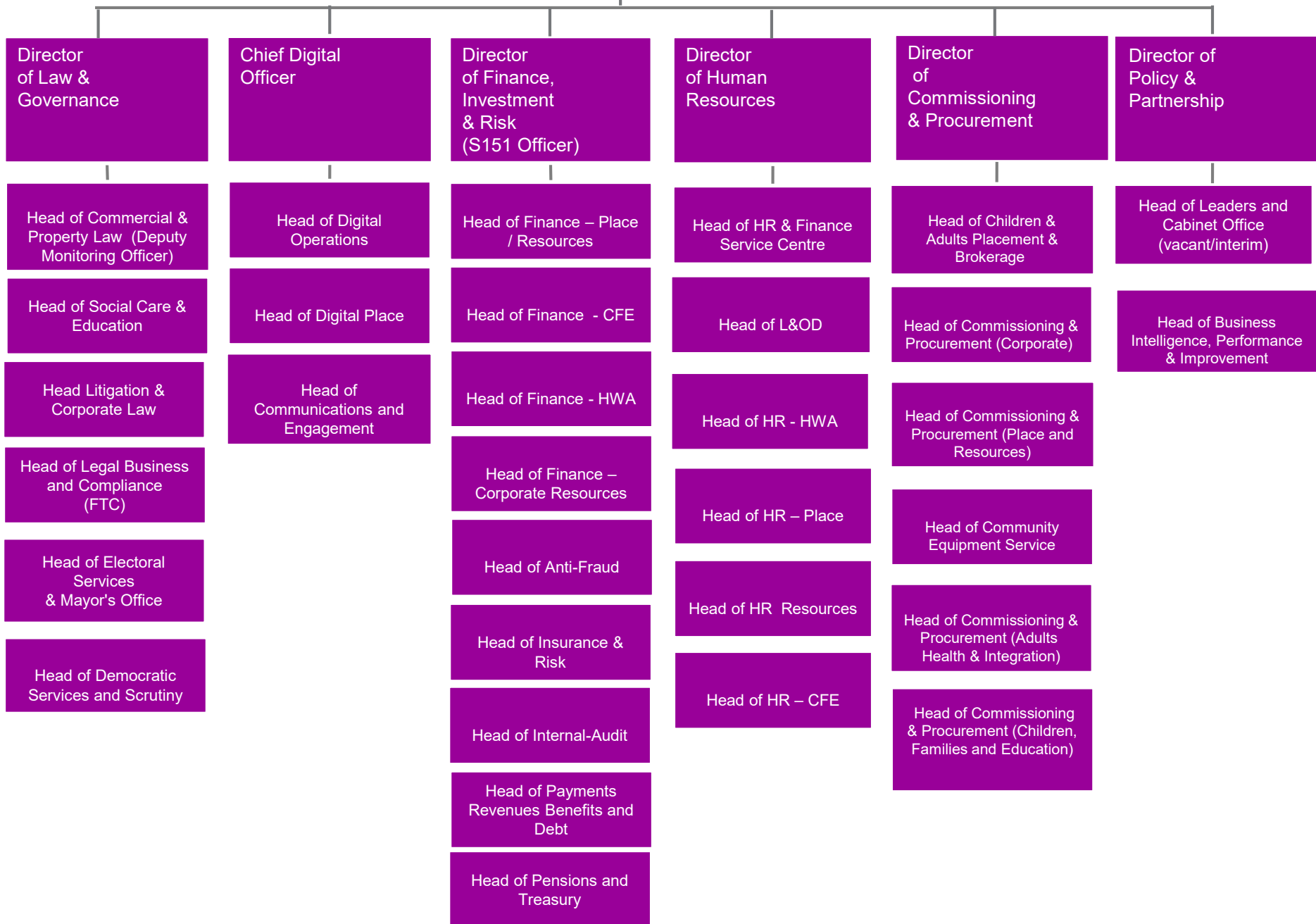
We remain hopeful and ambitious for our borough, and know, that while the immediate future looks uncertain, Croydon has a bright future.



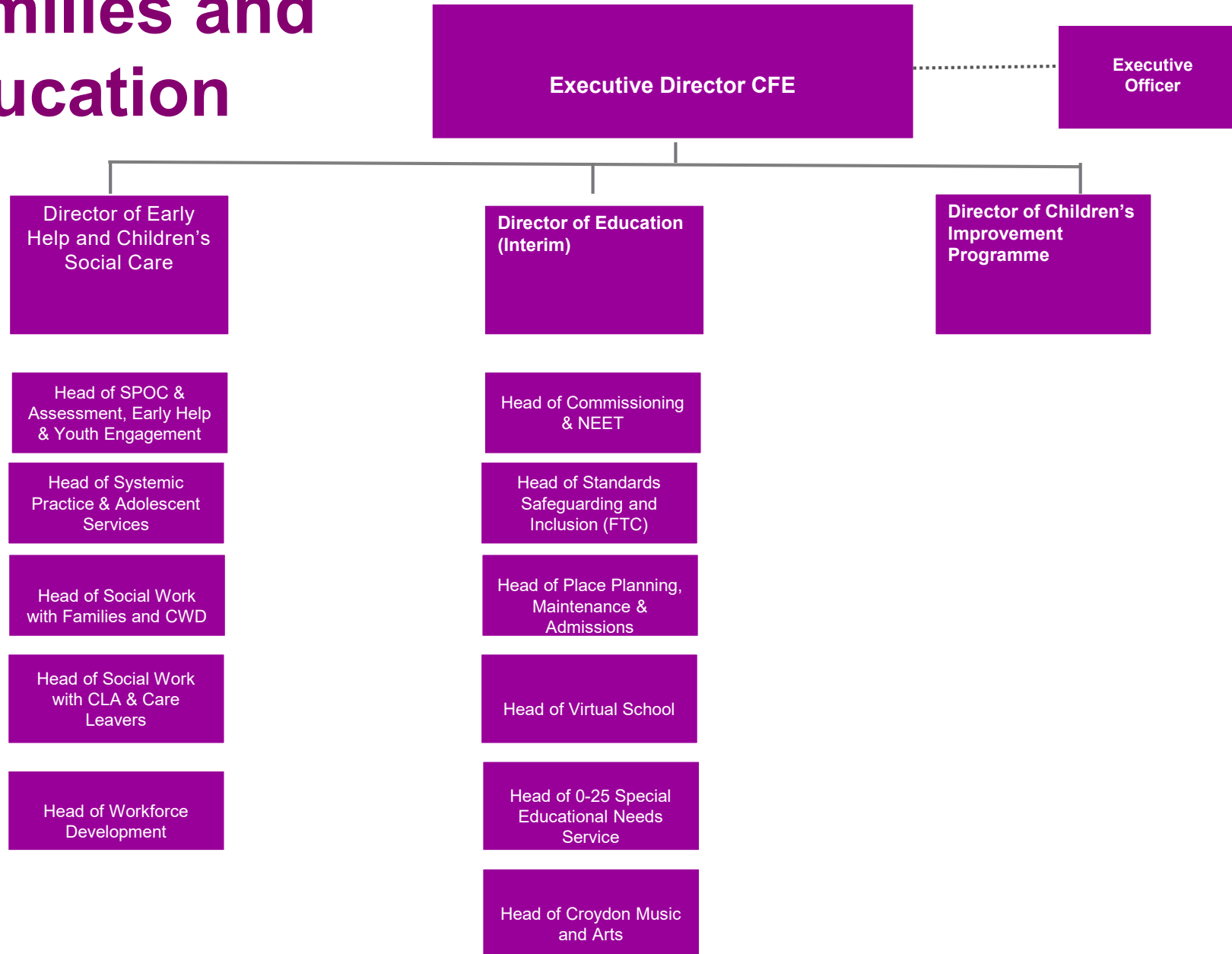
# Resources

Executive Director Resources

Executive Officer

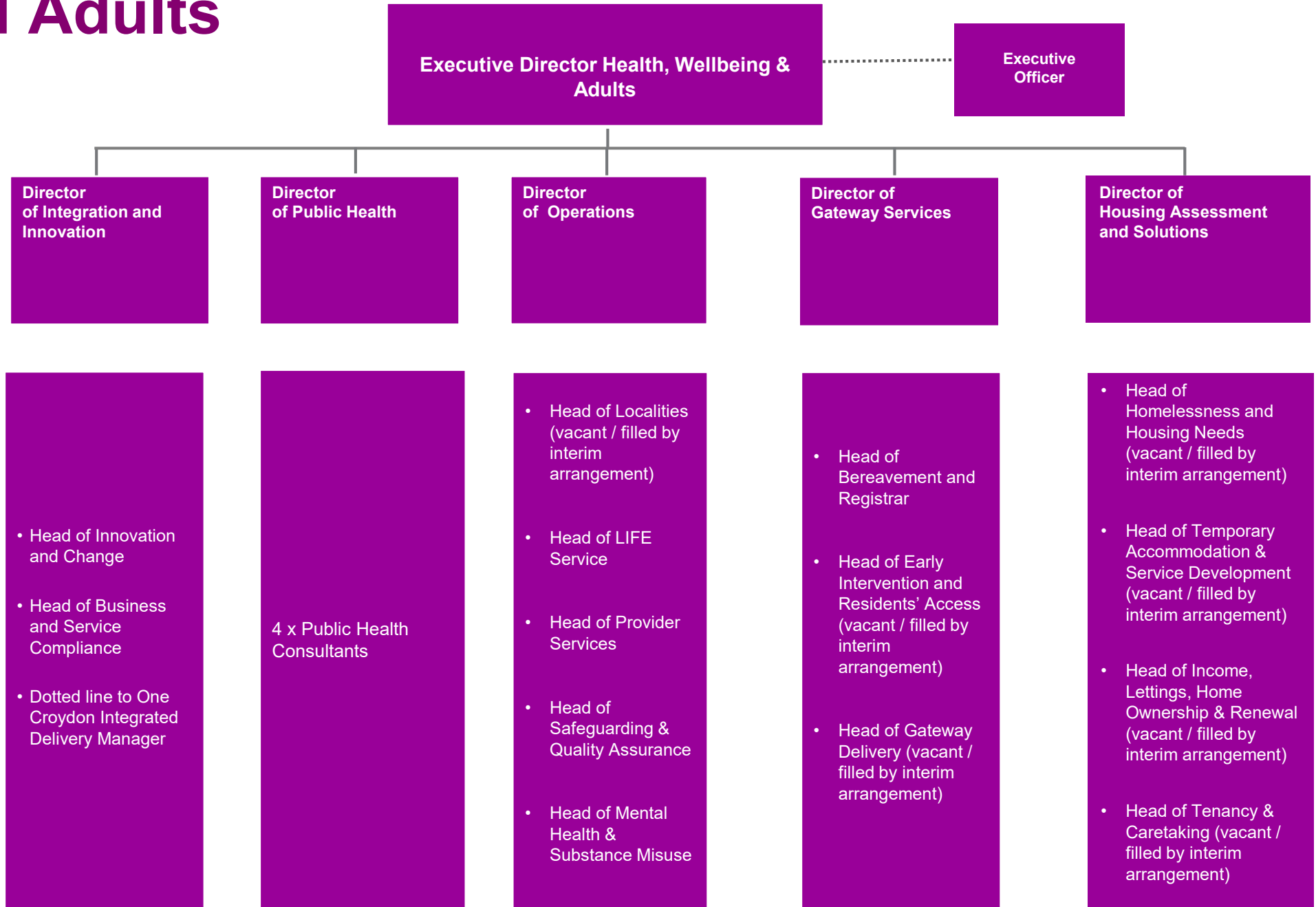


# Children Families and Education

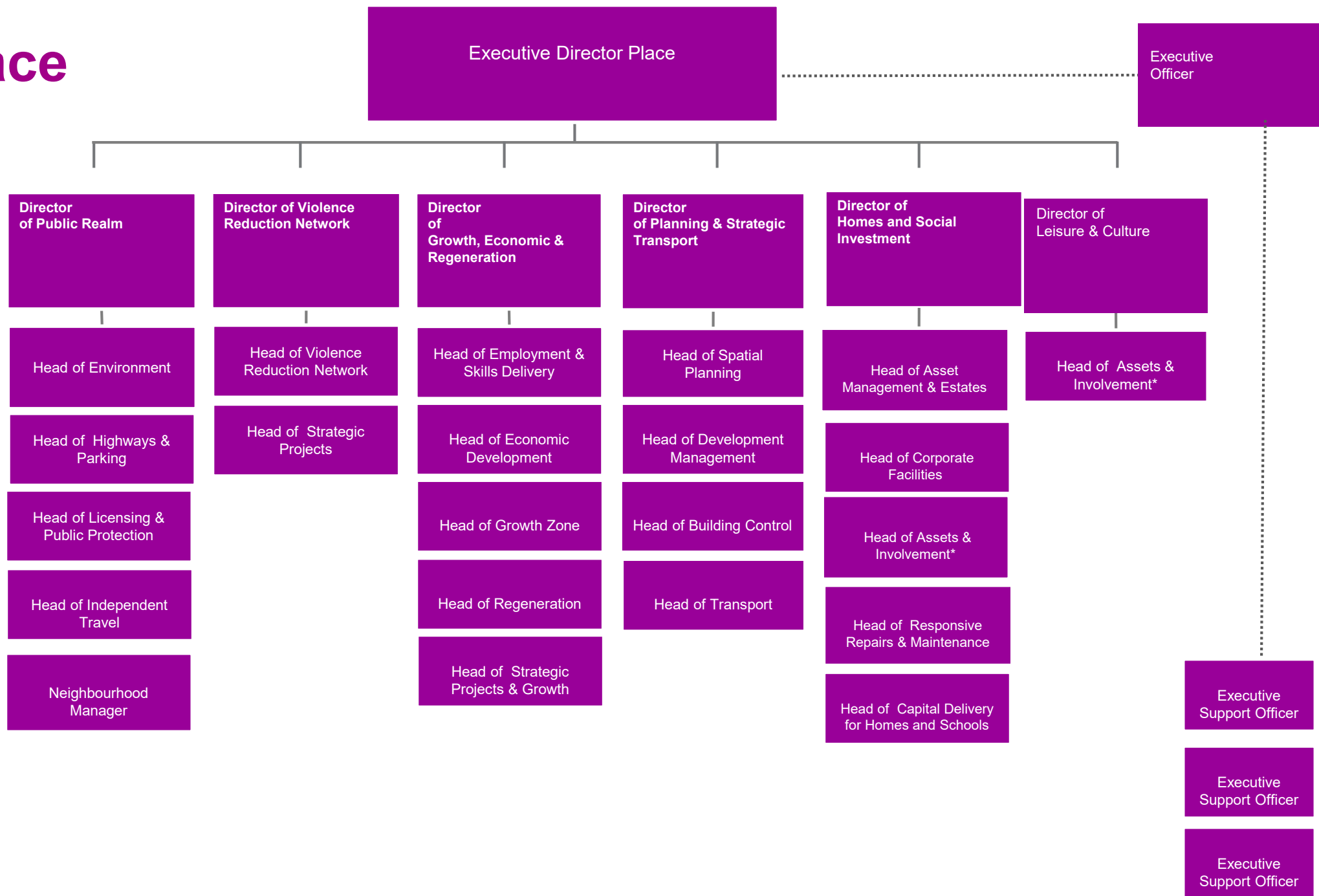




# Health, Wellbeing and Adults

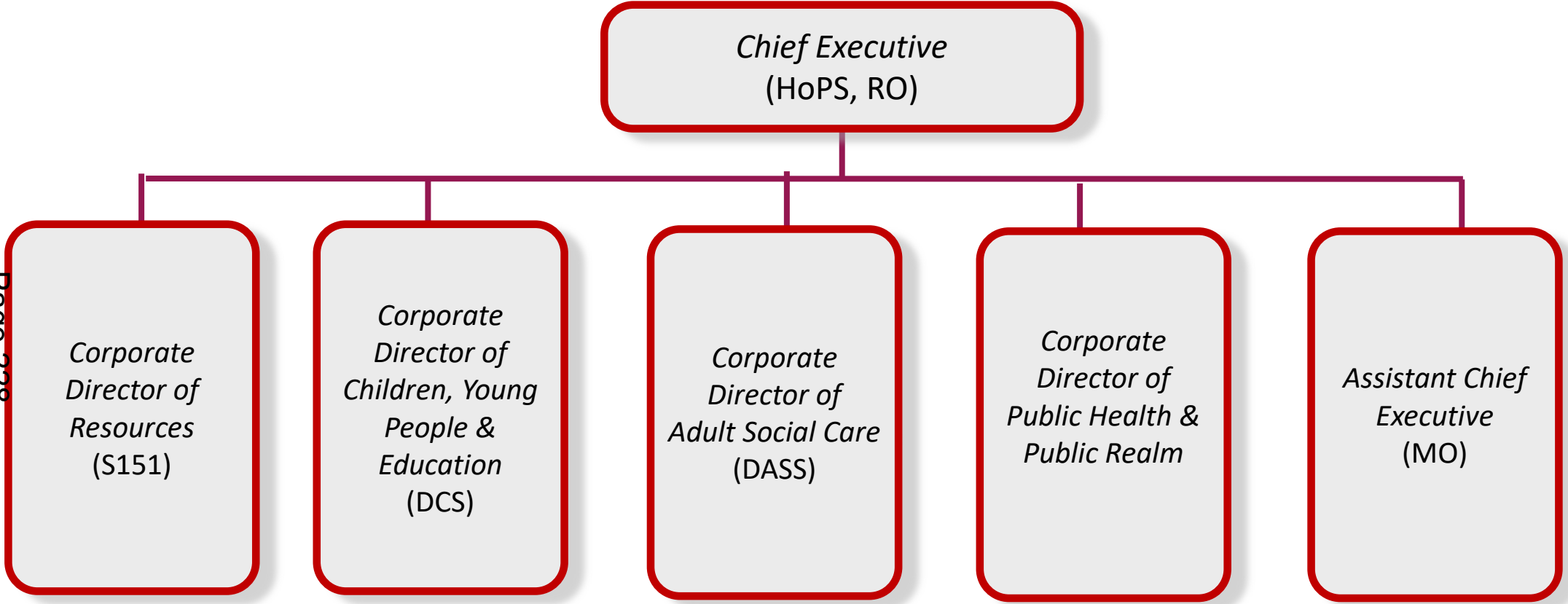


# Place

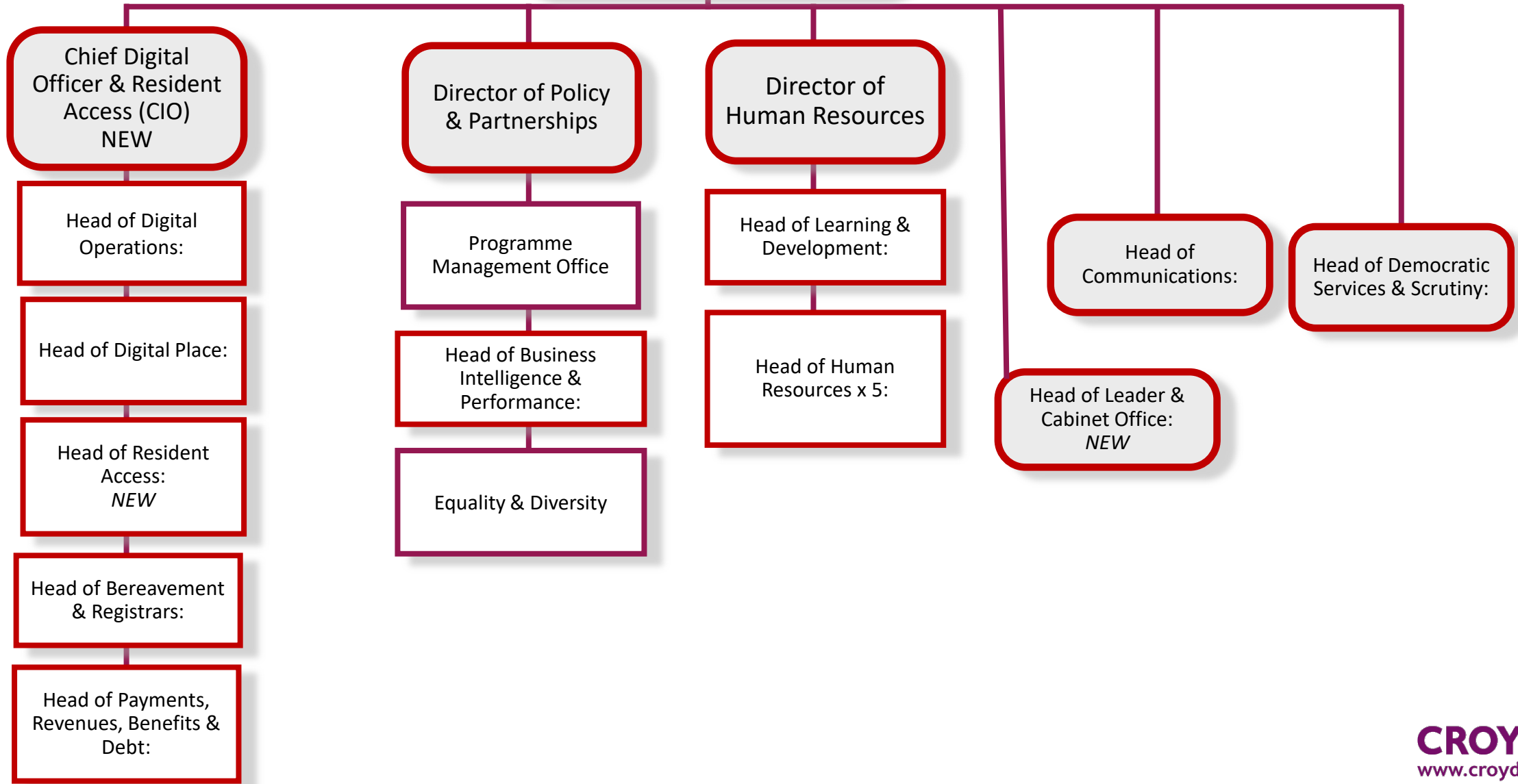


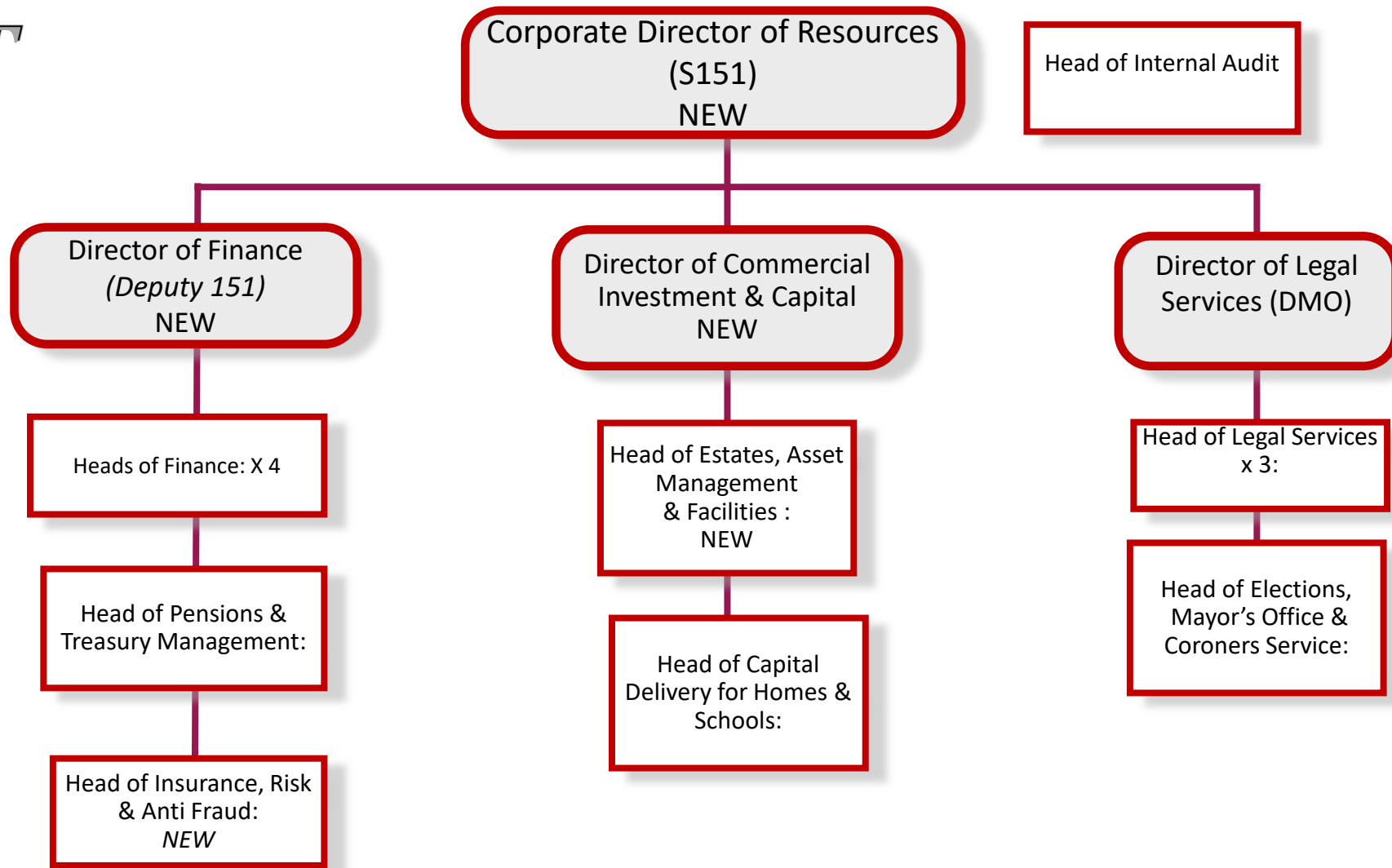
# New LBC management arrangements draft proposals for consultation

09/12/20



Assistant Chief Executive  
(MO)  
NEW





Corporate Director:  
Adult Social Care (DASS)

Director of Adult Social  
Care Operations

Director of Adult  
Social Care  
Improvement  
NEW

Head of Community  
Equipment Service:

Head of Commissioning,  
Place & Resources:

Head of Business & Service  
Compliance

Head of 0-25 Disability  
Services

Head of Provider  
Services:

Head of Commissioning &  
Procurement Corporate

Head of Improvement:

Head of Safeguarding &  
Quality Assurance:

Head of Localities:

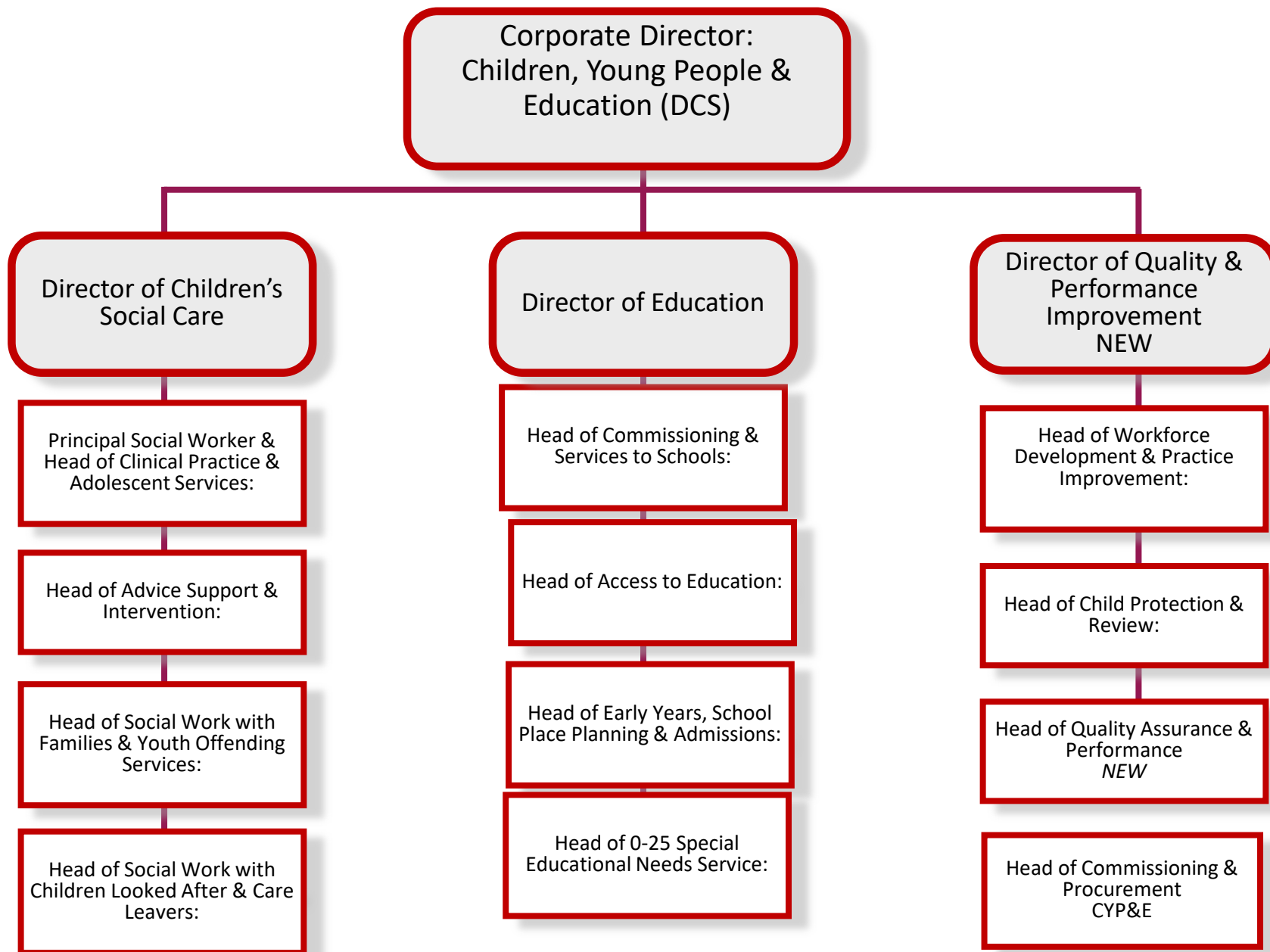
Head of Children & Adults  
placements & brokerage

Head of Integrated  
Contracts & Performance  
*(CCG Paid)*

Head of Life Services:

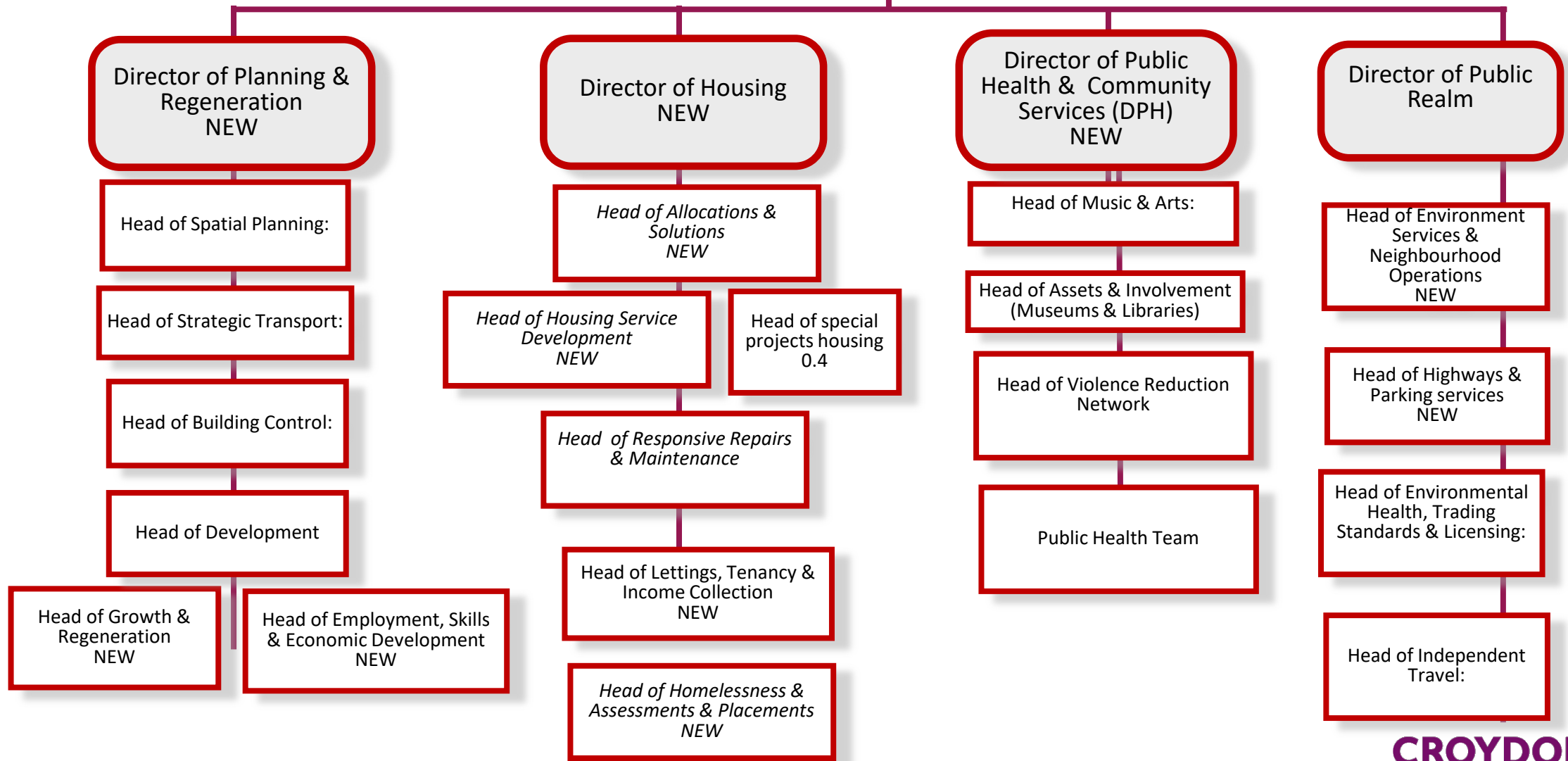
Head of Adult Mental  
Health & Substance  
Misuse:

Deputy Director  
One Croydon PMO  
*Employed by CCG*





Corporate Director:  
Public Health & Public Realm



# Proposed LBC management arrangements in response to the consultation

N.B. posts highlighted as blue subject to separate review

Posts highlighted as yellow paid for by NHS

*Directorates*

*Chief Executive  
(HoPS, RO)*

*Corporate  
Director  
Resources  
(S151 &  
Deputy CEO)*

*Corporate  
Director  
Children,  
Young People  
& Education  
(DCS &  
Calidcott  
Guardian)*

*Corporate  
Director  
Adult Social  
Care & Health  
(DASS &  
Calidcott  
Guardian)*

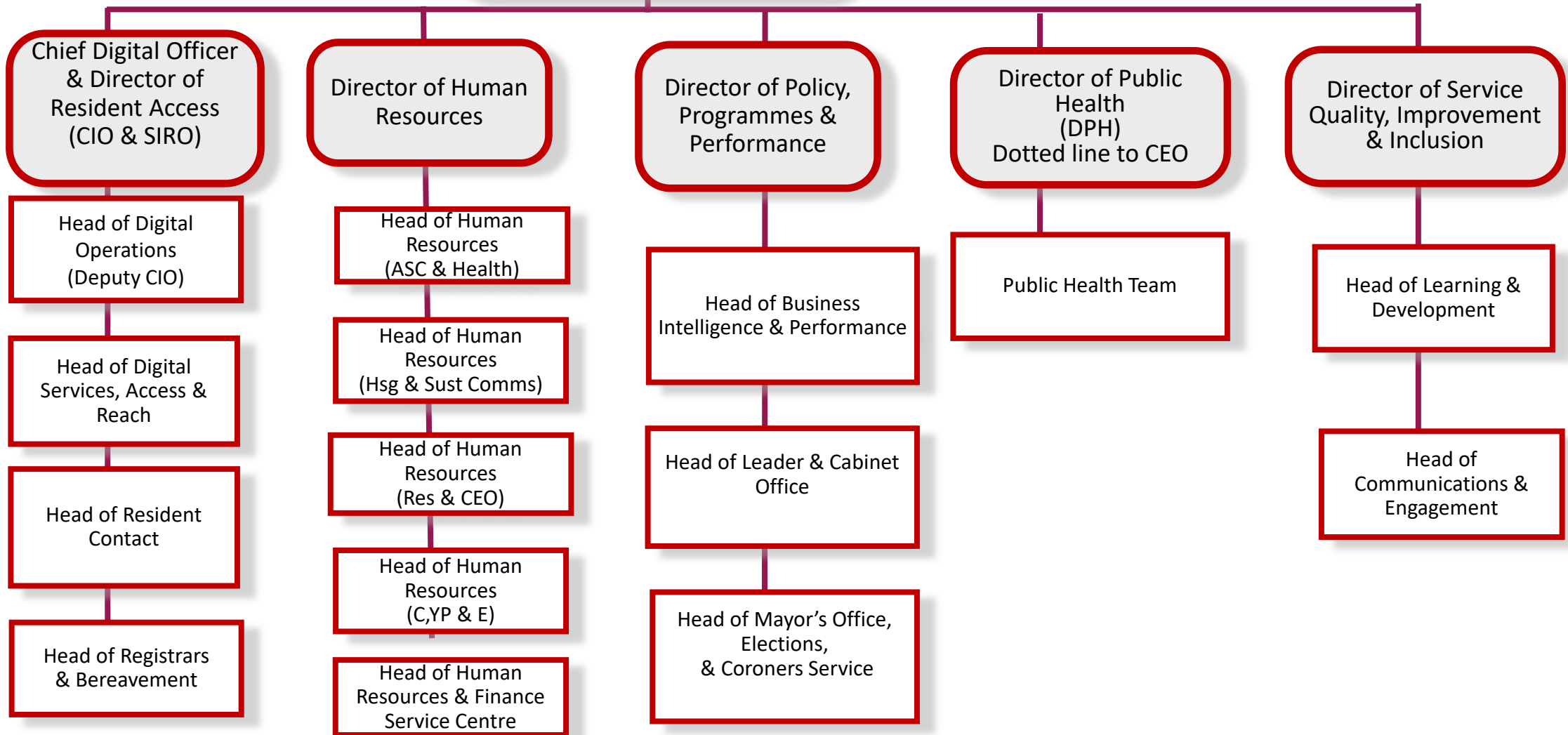
*Corporate  
Director  
Housing*

*Corporate  
Director  
Sustainable  
Communities,  
Regeneration &  
Economic  
Recovery*

*Assistant  
Chief  
Executive*

*Assistant Chief Executive Directorate*

Assistant Chief Executive



*Resources Directorate*

Corporate Director Resources (S151 & Deputy Chief Executive)

Internal Audit service

Director of Finance (Deputy S151)

Head of Pensions

Director of Commercial Investment & Capital

Director of Legal Services (MO)  
Dotted line to CEO

Head of Finance (Housing & Sustain Croydon)

Head of Finance (Adult Social Care & Health)

Head of Insurance, Anti-Fraud & Risk

Head of Legal Services Social Care & Education Law (Deputy MO)

Head of Finance (Resources & ACE)

Head of Finance (C, YP & E)

Head of Estates, Asset Management & Facilities

Head of Legal Services Litigation & Corporate Law (DPO & Deputy MO)

Head of Finance (Corporate & Treasury Management)

Head of Capital Delivery

Head of Legal Services Commercial & Property Law

Head of Payments, Revenues, Benefits & Debt

Head of Democratic Services & Scrutiny (Deputy MO)

*Adult Social Care & Health  
Directorate*

Corporate Director  
Adult Social Care & Health  
(DASS & Caldicott Guardian)

Director of Adult Social  
Care Operations  
(Deputy DASS)

Director of Adult  
Social Care Policy &  
Improvement

Head of Community  
Equipment Service

Head of Business & Service  
Compliance

Head of 18-65 Disability  
Services

Head of Provider  
Services

Head of Improvement

Head of Safeguarding  
& Quality Assurance

Head of Localities

Head of Integrated  
Contracts & Performance  
*(CCG Paid)*

Life Services  
*(CCG Paid)*

Principal Social Worker  
& Head of Adult  
Mental Health &  
Substance Misuse

Deputy Director  
One Croydon PMO  
*(CCG paid)*

*Children, Young People & Education Directorate*

Corporate Director  
Children, Young People & Education  
(DCS & Caldicott Guardian)

Director of Children's  
Social Care

Principal Social Worker &  
Head of Clinical Practice &  
Workforce Development

Head of Advice Support &  
Intervention, YOS and  
Adolescent Services

Head of Social Work with  
Families & Children with  
Disabilities 0 -17 Services

Head of Social Work with  
Children Looked After &  
Care Leavers

Director of Education

Head of Commissioning &  
Services to Schools

Head of Access to  
Education

Head of Early Years, School  
Place Planning &  
Admissions

Head of 0-25 Special  
Educational Needs Service

Director of Quality,  
Policy & Performance  
Improvement  
(Deputy DCS)

Head of Child Protection &  
Review

Head of Performance and  
Business Intelligence

*Housing  
Directorate*

Corporate Director  
Housing

Director of Housing, -  
Estates and  
Improvement

Head of  
Policy & Performance

Director of Housing –  
Resident Engagement  
& Allocations

Head of Responsive  
Repairs, Planned  
Maintenance & Safety

Head of  
Allocations, Lettings &  
Income Collection

Head of Housing Service  
Planning & Delivery

Head of  
Homelessness &  
Assessments

Head of Tenancy &  
Resident Engagement



*Sustainable Communities,  
Regeneration & Economic  
Recovery  
Directorate*

Corporate Director  
Sustainable Communities,  
Regeneration &  
Economic Recovery

Director of Planning &  
Sustainable  
Regeneration

Director of  
Culture & Community  
Safety

Director of Sustainable  
Communities

Head of Spatial Planning

Head of  
Culture, Leisure & Libraries

Head of Environment  
Services & Sustainable  
Neighbourhoods

Head of Strategic  
Transport

Head of  
Music & Arts

Head of Highways &  
Parking Services

Head of Building Control

Head of Development  
Management

Violence Reduction Network

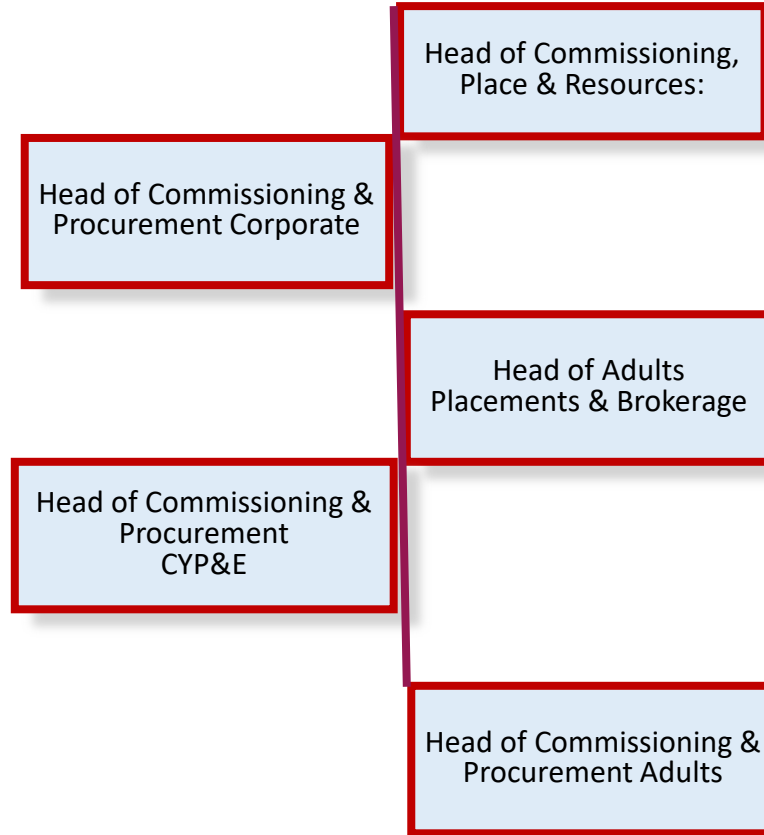
Head of Environmental  
Health, Trading  
Standards & Licensing

Head of Employment,  
Skills & Economic  
Development

Head of Growth &  
Regeneration

Head of Independent  
Travel

*Commissioning & Procurement staffing – under separate review that is intended to conclude at the go-live point of the new structure and the new versions of these posts will be assimilated into the structure at that time*



## Equality Analysis Guidance

### What is an Equality Analysis?

An equality analysis is a process the council uses to evidence and make informed decisions to determine if a proposed change is likely to have an impact on people who belong to a protected group(s) if implemented. Croydon Council have a legal duty to consider equality in decision making to prevent discrimination and to advance equality of opportunity for all. The Equality Act 2010 provides protection on the grounds of: gender, age, disability, race, religion or belief, sexual orientation, marriage or civil partnership, gender reassignment or pregnancy and maternity (characteristics).

<b>1</b>	<b>On the 'Data' Tab':</b> Please update the worksheet with relevant data taken from the Corporate (Council wide) and Departmental diversity profile of staff by protected characteristics. This analysis is produced annually and refers to preceding financial year (1st April - 31 March).
<b>2</b>	<p><b>When analysing the data, please take into consideration:</b></p> <p><b>(a)</b> Reporting limitations - e.g. reporting on pregnancy that is separate from maternity is not possible within current reporting protocols.</p> <p><b>(b)</b> Reliability of data - Although an employee data audit is conducted annually, non-disclosure rates for certain protected characteristics remain high and with that the reliability of any statistical analysis is compromised.</p> <p><b>(c)</b> Non-disclosure of information - There are high levels of non-disclosure across the organisation in multiple categories - see the 'Non-Disclosure/Not Specified' tables within the Corporate/Departmental data.</p>
<b>3</b>	<b>On the 'Analysis Tab':</b> For each of the protected characteristics please record and evidence your conclusions around the impact in relation to the equality data and the change proposal i.e. please explain the effect the proposal would have on different groups, given the equality data of staff in scope and the organisational and departmental equality profile.
<b>4</b>	<b>On the 'Analysis Tab':</b> No specific data should be quoted if individual staff can be identified due to small pool of staff analysed. In such circumstances, there must be a standard comment of <i>"HR have reviewed the equality data and have not identified any adverse impact. However specific figures cannot be disclosed due to the risk of individual staff being identifiable"</i> .

APPENDIX E		EQUALITY ANALYSIS (EA) FORM			
<b>Restructure/Reorganisation Title</b>				<b>Comparison Data</b>	
Croydon Renewal Plan: Tier 1 - 3 restructure				Council Profile -	
<b>EA Completed By (Name, Job Title)</b>				Directly employed staff	
Maxine Benjamin, HR Policy and Equality Manager				(period/total headcount)	
	<b>No. of staff in Tier 1 - 3</b>	<b>% of staff in Tier 1 - 3</b>	<b>At 30/11/20</b>	<b>3,496</b>	
<b>Total Staff In Scope</b>		<b>98</b>			
<b>FTE</b>				<b>Unit</b>	<b>% of workforce</b>
Full Time		93	94.90%	2,887	82.58%
Part Time		5	5.10%	609	17.42%
<b>Grand Total</b>		<b>98</b>	<b>100.00%</b>	<b>3,496</b>	<b>100%</b>
<b>Gender</b>				<b>Unit</b>	<b>% of workforce</b>
Female		58	59.18%	2,339	66.91%
Male		40	40.82%	1,157	33.09%
<b>Grand Total</b>		<b>98</b>	<b>100.00%</b>	<b>3,496</b>	<b>100%</b>
<b>Age</b>				<b>Unit</b>	<b>% of workforce</b>
< 18		0	0.00%	2	0.06%
18 - 24		0	0.00%	65	1.86%
25 - 34		0	0.00%	587	16.79%
35 - 44		23	23.47%	858	24.54%
45 - 54		42	42.86%	960	27.46%
55 - 64		31	31.63%	894	25.57%
65 +		2	2.04%	130	3.72%
<b>Grand Total</b>		<b>98</b>	<b>100.00%</b>	<b>3,496</b>	<b>100%</b>
<b>Disability</b>				<b>Unit</b>	<b>% of workforce</b>
Not disabled		56	57.14%	2,085	59.64%
Prefer not to say		2	2.04%	44	1.26%
Disabled		8	8.16%	221	6.32%
*Not specified/Unknown		32	32.65%	1,146	32.78%
<b>Grand Total</b>		<b>98</b>	<b>100.00%</b>	<b>3,496</b>	<b>100%</b>
<b>Race/Ethnicity (BAME)</b>				<b>Unit</b>	<b>% of workforce</b>
Asian or Asian British - Any other Asian background		1	1.02%	44	1.26%
Asian or Asian British - Bangladeshi		2	2.04%	16	0.46%
Asian or Asian British - Chinese		0	0.00%	7	0.20%
Asian or Asian British - Indian		1	1.02%	87	2.49%
Asian or Asian British - Pakistani		0	0.00%	27	0.77%
Black or Black British - African		2	2.04%	257	7.35%
Black or Black British - Any other Black background		2	2.04%	53	1.52%
Black or Black British - Caribbean		5	5.10%	383	10.96%
Mixed - Any other mixed background		0	0.00%	53	1.52%
Mixed - White and Asian		2	2.04%	27	0.77%
Mixed - White and Black African		2	2.04%	10	0.29%
Mixed - White and Black Caribbean		2	2.04%	48	1.37%
Other - Arab		0	0.00%	2	0.06%
Any Other		1	1.02%	91	2.60%
<b>Grand Total</b>		<b>20</b>	<b>20.41%</b>	<b>1,105</b>	<b>32%</b>
<b>Race/Ethnicity (Non-BAME)</b>				<b>Unit</b>	<b>% of workforce</b>
White - Any other White background		4	4.08%	120	3.43%
White - English/Welsh/Scottish/Northern Irish/British		46	46.94%	1,099	31.44%
White - Gypsy or Irish Traveller		0	0.00%	2	0.06%
White - Irish		2	2.04%	41	1.17%
<b>Grand Total</b>		<b>52</b>	<b>53.06%</b>	<b>1,262</b>	<b>36%</b>

Race/Ethnicity (Prefer not to say/No Info)			Unit	% of workforce
Prefer not to say	1	1.02%	25	0.72%
*Not specified/Unknown	25	25.51%	1104	31.58%
<b>Grand Total</b>	26	26.53%	1,129	32%

Race/Ethnicity (Total Response Overview)			Unit	% of workforce
Yes - Total Ethnicity Data Response	72	73.47%	2,367	67.71%
No - Total Ethnicity Data Response	26	26.53%	1,129	32.29%
<b>Grand Total</b>	98	100.00%	3,496	100%

Religion or Belief			Unit	% of workforce
Buddhist	0	0.00%	16	0.46%
Christian	36	36.73%	1189	34.01%
Hindu	0	0.00%	59	1.69%
Jewish	0	0.00%	6	0.17%
Muslim	3	3.06%	94	2.69%
Sikh	0	0.00%	12	0.34%
Other	1	1.02%	83	2.37%
No religion	21	21.43%	571	16.33%
Prefer not to say	7	7.14%	270	7.72%
*Not specified/Unknown	30	30.61%	1,196	34.21%
<b>Grand Total</b>	98	100.00%	3,496	100%

Sexual Orientation			Unit	% of workforce
Bi-sexual	0	0.00%	25	0.72%
Heterosexual/Straight	58	59.18%	1,836	52.52%
Homosexual/Gay Man	1	1.02%	32	0.92%
Homosexual/Lesbian Woman	0	0.00%	20	0.57%
Other	0	0.00%	39	1.12%
Prefer not to say	8	8.16%	324	9.27%
*Not specified/Unknown	31	31.63%	1220	34.90%
<b>Grand Total</b>	98	100.00%	3,496	100%

Marriage or Civil Partnership			Unit	% of workforce
Divorced/Dissolved Civil Partnership	3	3.06%	115	3.29%
In a registered civil partnership	0	0.00%	8	0.23%
Married	40	40.82%	702	20.08%
Never married and never had a civil partnership	7	7.14%	453	12.96%
Separated, but still legally married/in a civil partnership	1	1.02%	25	0.72%
Widowed	1	1.02%	9	0.26%
Prefer not to say	0	0.00%	45	1.29%
*Not specified/Unknown	46	46.94%	2,139	61.18%
<b>Grand Total</b>	98	100.00%	3,496	100%

Gender Reassignment			Unit	% of workforce
Yes - Gender identity the same as the gender assigned at birth	46	46.94%	1,453	41.56%
No - Gender identity not the same as the gender assigned at birth	0	0.00%	12	0.34%
Prefer not to say	2	2.04%	25	0.72%
*Not specified/Unknown	50	51.02%	2,006	57.38%
<b>Grand Total</b>	98	100.00%	3,496	100%

Pregnancy and Maternity			Unit	% of workforce
Maternity	0	0.00%	43	1.23%
Non-maternity	98	100.00%	3,453	98.77%
<b>Grand Total</b>	98	100.00%	3,496	100%

Non-Disclosure/Not Specified Overview		Unit (Occurrences) *
<b>Protected Characteristics:</b>		
Disability		1,146
Race/Ethnicity		1,104
Religion or Belief		1,196
Sexual Orientation		1,220
Marriage or Civil Partnership		2,139
Gender Reassignment		2,006

\* Unit refers to the number of occasions only, as opposed to number of employees as the incident of non-disclosure could be by the same employee across the characteristics.

#	Equality Analysis - Questions to Consider	Comments
<b>Data</b>		
Q.1	Are there any gaps in the available data which may adversely affect the accuracy of the impact assessment on any protected group? <i>e.g. high non disclosure rates, comparator data is as at 31st March etc.</i>	Currently staff within Tiers 1 - 3 have moderate levels of non-disclosure. The lowest level of non disclosure is ethnicity (27%) and the highest level is gender re-assignment (51%). All non-disclosure rates for the staff in scope are lower than the council's workforce non-disclosure rates but given that several non-disclosure rates for the group in scope are over 30% (including disability, religion, sexual orientation) - there may be less reliability for any conclusions drawn from equality analysis.
Q.2	If limited data is available, have steps been considered to fill the information gaps via additional data gathering exercises <i>e.g. conducting targeted surveys with the affected staff group</i> .	Currently communication has been done via the intranet about the importance of sharing data including linking this to equality analysis and restructures. Targeted communication is also being made to departments where equality data is particularly low such as Children's, Families and Education.
Q.3	Does the proposed change relate to a service area where there are known or potential equality issues?	As this restructure covers the top 3 tiers of the council it is apparent that the levels of BAME representation for this group is lower for this group (20%) than corporately (32%). Also the level of women within scope (59%) is also lower than corporate representation.
Q.4	Does the proposed change relate to a service area where there are already local or national equality indicators?	Similarly to other councils leadership teams the staff in scope comprise of a majority of white groups (53%) and the majority of staff aged over 45 (75%)
Q.5	Is any particular group over-represented and if so is there a context or specific reasons for this ? <i>e.g. a National trend for the occupational group.</i>	As above with trends.
Q.6	Are there any measures that could be undertaken to mitigate the change disproportionately affecting specific groups? <i>e.g. entirely amending the group affected, changing the selection process.</i>	The process of meaningful consultation, which may alter proposals in some way and recording and mapping changes to the resource plans will assist.
<b>PESTLE</b>		
Q.7	Are there any political, economic, sociological, technological, legal or environmental (PESTLE) factors that might shape the EIA outcomes and which may need to be considered?	Yes - UK economy significantly affected post COVID-19. Significant economic decline and potential for recession will impact on job market and potential reticence to take VR; Ongoing pandemic and current 3rd lockdown in London with high covid 19 infection rates; Disproportionate impact on BAME people being adversely affected by COVID-19. The Black Lives Matter campaign has raised the profile of disproportionality and fairness and makes us more resolute to drive and accelerate the action outlined in our workforce and equalities strategy. Also the council's financial situation and issuing of Section 114 letter as the council is unable to balance its budget is a significant motivator for our Croydon Renewal Plan.
<b>Public Sector Equality Duty</b>		
Q.8	Is the proposed change likely to help or hinder the Council in advancing equality of opportunity between people who belong to protected characteristic groups?	The identification of savings sought in the Croydon Renewal Plan in response to the council's issuing of Section 114 notification and the inability to balance the council budget has been a driving force. The planned comprehensive and meaningful consultation process will reflect fully the views of our workforce and will shape final proposals.

Q.9	Is the proposed change likely to help or hinder the Council in eliminating unlawful discrimination, harassment and victimisation?	See above
Q.10	Is the proposed change likely to help or hinder the Council in fostering good relations between people who belong to protected characteristic groups?	See above
<b>Alternative Proposals</b>		
Q.11	If it is assessed that it is <b>likely</b> that the proposal will have a <b>highly adverse impact</b> on a particular group and actions cannot be identified which would mitigate or reduce the impact, has an alternative way of delivering the change (which has less of an adverse impact) been considered?	This is the purpose of the consultation process which may alter proposals in some way and recording and mapping changes to the resource plans will assist.
Q.12	Are alternative proposals evidenced in the business case/consultation paper?	This is the purpose of the consultation process which may alter proposals in some way and recording and mapping changes to the resource plans will assist.
Q.13	If an alternative proposal is not viable, has the rationale for this been explained in the business case/consultation paper?	N/A
<b>Consultation Process</b>		
Q.14	Is the timing of the selection process likely to be difficult for some employees? <i>e.g. during Ramadan for Muslim staff, during the school summer holidays.</i>	Yes - as Christmas Holiday was included but consultation process has been extended longer to take this into account so will run from 9th December - 29th January 2021 and may be extended further.
Q.15	Has a process been put in place to consider any reasonable adjustments to the selection process, if necessary?	Yes - there is a potential to extend the consultation period if required.

PESTLE		
Q.7	Are there any political, economic, sociological, technological, legal or environmental (PESTLE) factors that might shape the EIA outcomes and which may need to be considered?	Yes - UK economy significantly affected post COVID-19. Significant economic decline and potential for recession will impact on job market and potential reticence to take VR; Ongoing pandemic and current 3rd lockdown in London with high covid 19 infection rates; Disproportionate impact on BAME people being adversely affected by COVID-19. The Black Lives Matter campaign has raised the profile of disproportionality and fairness and makes us more resolute to drive and accelerate the action outlined in our workforce and equalities strategy. Also the council's financial situation and issuing of Section 114 letter as the council is unable to balance its budget is a significant motivator for our Croydon Renewal Plan.
Public Sector Equality Duty		
Q.8	Is the proposed change likely to help or hinder the Council in advancing equality of opportunity between people who belong to protected characteristic groups?	The identification of savings sought in the Croydon Renewal Plan in response to the council's issuing of Section 114 notification and the inability to balance the council budget has been a driving force. The planned comprehensive and meaningful consultation process will reflect fully the views of our workforce and will shape final proposals.
Q.9	Is the proposed change likely to help or hinder the Council in eliminating unlawful discrimination, harassment and victimisation?	See above
Q.10	Is the proposed change likely to help or hinder the Council in fostering good relations between people who belong to protected characteristic groups?	See above
Alternative Proposals		
Q.11	If it is assessed that it is <b>likely</b> that the proposal will have a <b>highly adverse impact</b> on a particular group and actions cannot be identified which would mitigate or reduce the impact, has an alternative way of delivering the change (which has less of an adverse impact) been considered?	This is the purpose of the consultation process which may alter proposals in some way and recording and mapping changes to the resource plans will assist.
Q.12	Are alternative proposals evidenced in the business case/consultation paper?	This is the purpose of the consultation process which may alter proposals in some way and recording and mapping changes to the resource plans will assist.
Q.13	If an alternative proposal is not viable, has the rationale for this been explained in the business case/consultation paper?	N/A
Consultation Process		
Q.14	Is the timing of the selection process likely to be difficult for some employees? <i>e.g. during Ramadan for Muslim staff, during the school summer holidays.</i>	Yes - as Christmas Holiday was included but consultation process has been extended longer to take this into account so will run from 9th December - 29th January 2021 and may be extended further.
Q.15	Has a process been put in place to consider any reasonable adjustments to the selection process, if necessary?	Yes - there is a potential to extend the consultation period if required.



Equality Analysis	For each of the protected characteristics, please explain the effect the proposal would have on different groups given the equality data of staff in scope, by:	
	a)	Explaining the findings of the data analysis and the evidence used to support the conclusion of b).
	b)	Stating whether the proposed change will have a disproportionate/adverse impact on any particular group and to what degree (severity) given the evidence?
EXAMPLE	a)	73% of staff in the structure are female and of those 'at risk' 80% are female however this is within with the wider workforce profile of HWA where 71.71% of staff were female, as of 31st March 2020. Corporately, 66.21% of the Council workforce were female as of 31st March 2020.
	b)	Whilst it may initially appear disproportionate that 80% of staff 'at risk' are female, this is within the context of the wider workforce profile where the female population significantly exceeds males at a corporate (66.21% : 33.79%) and departmental level (71.71% : 28.29%).
Gender	a)	59.18% of staff in scope are female and 40.82% are male. Corporately 66.91% of staff in the council are female and 33.09% are male as at 30/11/20.
	b)	Whilst it the rate of female staff in scope is higher than male staff, this is within the context of the wider workforce profile where female staff numbers exceeds male staff (66.91% v 33.09%). The level of male staff in scope (40.82%) is higher than the workforce representation (33.09%) which means the proposed change could have a slight adverse impact for male staff.
Age	a)	42.86% of staff in scope are in the age range of 45 -54 -this is the largest group. 31.63% of staff in scope are in the 55 - 64 age group and 23.47% of staff in scope are in the 35-44 age group.
	b)	The 45 -54 age group comprises 27.46% of the council workforce. This means that the this age group is disproportionately over-represented for staff in scope (42.86%) which may have a severe adverse impact on this age group. The 55 - 64 age group comprises 25.57% of staff in the workforce. Although this group is scope is still over-represented (31.63%) there may be less of an adverse impact. The 35 -44 age group comprised 24.54% of the workforce which is similar to the proportion that they make up of the group in scope (23.47%) - therefore no adverse impact can be inferred.
Disability	a)	8.16% of staff in scope have declared a disability. 57.14% of staff in scope have declared that they are not disabled. The level of non-disclosures for staff in scope for disability is 32.65%.
	b)	The level of declared disability within the council workforce is 6.32%. This means that as the level of declared disability for staff in scope is higher (8.16%) and it could be inferred that there may be some adverse impact for disabled staff in scope. The levels of non-disclosure are similar for staff in scope compared to the council workforce (32.65% v 32.78%). However as non-disclosure is over 30% the reliability of figures may be queried which may make it difficult to draw firm adverse impact conclusions.
Race	a)	20.41% if staff in scope are declared BAME. Of these Mixed - White/Asian; Mixed- White/Black Caribbean and Mixed - White/Black African groups each comprise 2.04%. Within the Croydon council workforce, BAME comprises 32% and mixed groups comprise 0.77%; 0.29% and 1.39% respectively. White groups comprise 53.06% of staff in scope compared to 36% of white groups in the council workforce. Non-disclosure rates for staff in scope is 26.55% compared 32% for the council workforce.
	b)	The level of white group in scope (53%) is considerably higher than their council workforce representation (36%). This means that this group may be adversely impacted by this change. Mixed race groups are also more highly represented within staff in scope (2.04%) compared to their workforce profile (0.77%;0.29%;1.39%) so they may also be adversely impacted. Asian British /Bangladeshi are also more impacted within staff in scope (2.04%) compared to their workforce profile (0.46%) so may also be impacted adversely. The levels of non-disclosure for the group in scope (26.55%) is lower than the council workforce (32%)
Religion or Belief	a)	36.73% of staff in scope have declared they are Christian - this is the largest group. 21.43% of staff have declared they have no religion which is the second largest group in scope. This compares to the Croydon workforce profile in which Christians are also the largest group (34.01%) with the second largest group being 'no religion' - 16.33%. Non-disclosure rates for staff in scope is 30.61% which is lower than the council workforce (34.21%).
	b)	The representation of Christians in scope (36.73%) is slightly higher than their workforce representation (34.01%). Staff who have declared 'no religion' comprise 21.43% of staff in scope which is also higher than their workforce representation (16.33%). This means there may be adverse impact for these religious groups. However the non-disclosure rates for staff in scope (30.61%) and the council workforce (34.21%) are moderately high which may make these figures unreliable and difficult to judge impact.
Sexual Orientation	a)	1.02% of staff in scope have declared they are LGBT. 59.18% of staff have declared they are heterosexual/straight. This compares to 4% of staff in the council workforce who have declared they are LGBT and 52.52% of staff who have declared they are heterosexual/straight. The level of non-disclosure for sexual orientation is 31.63% for staff in scope compared to 34.90% for staff in the council workforce
	b)	As the level of LGBT staff in scope is very low, there is no adverse impact on this group from the change. Heterosexual staff representation in scope is higher (59.18%) compared to the council workforce (52.52%). However levels of non-disclosure are over 30% for staff in scope as well as in the council workforce so it may be difficult to draw any adverse conclusions.
Marriage or Civil Partnership	a)	40.82% of staff in scope have declared that they are married which compares to 20.08% of staff within the council workforce. This is the largest group within this category. 'Never married' comprises the second largest group in scope which is 7.14% compared to the council representation of 12.16%. However non-disclosure is 46.94% for staff in scope and 61.18% for staff within the council workforce.
	b)	As levels of non-disclosure for marital status is very high for staff in scope (46.94%) and also for the council workforce (61.18%), it is difficult to draw any adverse conclusion for these figures.
Gender Reassignment	a)	46.94% of staff in scope have declared that their gender is the same as was assigned at birth. This compares to 41.56% of staff within the council workforce. No staff in scope have declared their gender is not the same as assigned at birth. Non -disclosure rates are very high for this category - 51.02% for staff in scope and 57.38% for staff within the council.
	b)	As levels of non-disclosure for gender re-assignment is very high for staff in scope (51.02%) and also for the council workforce (57.38%), it is difficult to draw any adverse conclusion for these figures.
Pregnancy and Maternity	a)	No staff in scope are on maternity leave.
	b)	No adverse impact can be inferred as no staff are on maternity leave.

Action Plan	Mitigating Action	Action Owner	Indicative Completion Date
	A further equality analysis should be done to assess the impact on staff who may be at risk of compulsory redundancy	Maxine Benjamin	At end of further consultation after redeployment (July/Aug 2021)
	Disabled staff should be offered any reasonable adjustments that are necessary for the consultation process and also assistance with any selection or redeployment opportunities	HR Consultancy	February - July 2021

<p><b>Based on the analysis above, please detail the key actions which can be taken to remove or mitigate any adverse impact.</b></p>	<p>A disproportionate impact may be seen on male staff; staff in the 45 - 54 age group and 55- 64 age group; disabled staff; white groups; mixed race groups; Asian Bangladeshi group; This will be monitored once equality analysis has been re-run to better assess impact</p>	<p>Maxine Benjamin</p>	<p>Jul-21</p>
	<p>A key enhancement in the structure has been to create a division of Service Quality, Improvement and Inclusion as it was recognised that there needed to be more focus on equality and inclusion, as not enough progress is being made. Discussions with key external advisers on race and equality led to the design of this function. 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.</p>	<p>Katherine Kerswell</p>	<p>Jun-21</p>

<b>Future Review &amp; Monitoring</b>
---------------------------------------

Please outline when the impact of the change will be reviewed and monitored, post its implementation.

Another equality analysis will be done in March to assess the impact of voluntary redundancies an compulsory redundancy planning.

<b>EA Conclusion</b>
----------------------

Based on the equality analysis outlined above, select the relevant decision statement in line with the definition and the Equality Act 2010 Public Sector duty .

<input checked="" type="checkbox"/>	Decision	Definition
<input type="checkbox"/>	No major change	We will not make any major amendments to the proposed change because it already includes all appropriate actions i.e. the assessment shows that there is no potential for discrimination, harassment or victimisation and that the proposed change includes all appropriate actions to advance equality and foster good relations between protected groups.
<input type="checkbox"/>	Adjust the proposed change	We will adjust the proposed change because we have identified opportunities to lessen the impact of discrimination, harassment or victimisation; better advance equality and foster good relations between protected groups through the proposed change. We are going to take actions to make sure these opportunities are realised.
<input checked="" type="checkbox"/>	Continue the proposed change	We will continue with the proposed change, despite potential for adverse impact or opportunities to lessen the impact of discrimination, harassment or victimisation; better advance equality and foster good relations between protected groups through the change. <u>However</u> we are not planning to implement them as we are satisfied that the proposal will not lead to unlawful discrimination and there are justifiable reasons to continue as planned.
<input type="checkbox"/>	Stop or significantly amend the proposed change	The proposed change will be stopped or significantly amended because going ahead with the proposal would have adverse effects on one or more protected groups, which could lead to unlawful discrimination. There are no justifiable reasons to proceed and the adverse impact cannot be mitigated.

<b>Authorisation</b>
----------------------

	Name	Job Title	Date
<b>HR Lead:</b>	Maxine Benjamin	HR Policy and Equality Manager	03/02/21
<b>Director [Department]:</b>	Sue Moorman	HR Director	16/06/21
<b>Equalities Lead:</b>	Yvonne Okiyo	Equalities Manager	04/02/21

## CROYDON COUNCIL - Job Description

<b>Job title:</b> Assistant Chief Executive	<b>Service Area:</b> Assistant Chief Executive	
<b>Directorate:</b> Assistant Chief Executive	<b>Post Number</b> From Oracle	<b>Evaluation Number:</b> From JE system
<b>Grade:</b> 4	<b>Date issued:</b> June 2021 FINAL	

### **Croydon Council's priorities**

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

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

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

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

### **Croydon Council's new ways of working**

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

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

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

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

## Overall purpose of role

As a member of the council's corporate management team, the **Assistant Chief Executive** will work collaboratively with other corporate directors and the chief executive to deliver the Croydon Renewal Improvement Plan, the council's priorities and ways of working and a financially sustainable budget by March 2024.

The **Assistant Chief Executive** will directly lead and manage a portfolio of services and promote the corporate competencies and values through day-to-day leadership and managerial behaviours.

The **Assistant Chief Executive** will provide high quality professional advice to the Leader and Cabinet, the Scrutiny and Overview Committee, the Ethics Committee, the General Purposes and Audit Committee and any other council or external bodies on all matters related to the assistant chief executive directorate services.

**Reports to:** chief executive

**Responsible for:** public health, digital and information and communication technology services, resident access, registrar & bereavement services, access to information, (FOI, SAR and GDPR), corporate complaints and local government ombudsman and information commissioner liaison, information team, human resources, elections, support to the Mayor's office, support to the Coroner's service, corporate policy development, business intelligence, performance management, programme and project management, resilience, business continuity and emergency planning, equality, diversity and inclusion, service quality and productivity improvement, internal and external communications and engagement, human resources, organisational development and learning and support to the Leader and Cabinet.

### Job context:

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

#### 1.1 Selflessness

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

#### 1.2 Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

#### 1.3 Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

#### **1.4 Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

#### **1.5 Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

#### **1.6 Honesty**

Holders of public office should be truthful.

#### **1.7 Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

The post holder has line management responsibility for 5 direct reports, overall responsibility for all staff in the directorate and is accountable and responsible for all assistant chief executive directorate services delivered.

The post holder is accountable for the assistant chief executive directorate services £ XXm budget and will deliver services and the associated savings programme and transformation projects within that budget envelope.

The post holder will ensure the financial probity and competence of financial management across assistant chief executive directorate services and that effective arrangements are in place to meet legislative and statutory requirements in relation to financial management and internal control.

The post holder is jointly accountable with the corporate management team for the delivery of the council's equality strategy 2021-2024 and action plan and will personally lead elements of it and champion it overall.

The post holder will ensure the corporate parenting responsibilities for the council's looked after children and care leavers are fulfilled in accordance with the Children and Social Work Act 2017.

The post holder will enable staff in the directorate to lead cross-council projects on issues as defined by Cabinet. A limited number of reviews per year will tackle complex priority issues and also enable new skills and experiences to be developed by staff to aid their future career development.

The post holder will participate in the council's emergency arrangements as an on-call member and will fully participate in gold and silver arrangements as required, which may require chairing the formal council meetings.

The postholder is required to deputise for the chief executive in the role of London local authority gold at a borough level as required.

The post holder will ensure that all relevant health & safety legislation and the council's health & safety requirements are reasonably complied with.

The post holder will be required to operate within the delegations from the chief executive and head of paid service and as detailed in the council's scheme of delegation of the council's constitution.

The post holder will be required to work some evenings, weekends and occasional public holidays in order to meet service requirements and to ensure appropriate representation of the council with residents, the Leader and Cabinet and all elected Members and external bodies.

This is a politically restricted post under the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990. The individual holding this post cannot have any active political role.

Politically restricted employees are prohibited from:

- standing for office as local councillors, MPs, MEPs, Members of the Welsh Assembly or Members of the Scottish Parliament,
- canvassing on behalf of a political party or a person who is, or seeks to be, a candidate, and
- speaking to the public at large or publishing any written or artistic work that could give the impression of advocating support for a political party.

### **Accountabilities – Assistant Chief Executive**

To lead and manage the directorate, ensuring the provision of high quality services and in particular support the delivery of the Croydon Renewal Improvement Plan and provide the business intelligence and programme and project management and assurance on the implementation of actions.

To support the chief executive and the rest of the corporate management team in driving the delivery of the Croydon Renewal Improvement Plan and the comprehensive and necessary improvements to the way the council functions.

To be responsible for the delivery of and the performance of statutorily defined local authority functions relating to assistant chief executive directorate services and ensuring that effective systems are in place for discharging these functions as appropriate.

To be the responsible and accountable officer for the development of council policies for digital, resident access, information access, human resources, communications, and other corporate policies and all other policy and strategies from the directorate's services and the provision of professional advice on all those matters; advising the Leader and Cabinet, the Scrutiny and Overview Committee, the General Purposes and Audit Committee, the Ethics Committee, all Members, the chief executive, the corporate management team and others to enable the discharge of functions in an effective and efficient way, and to display the highest standards of ethical governance.

To ensure the effective delivery of the decisions to fund voluntary sector bodies and maintain a positive relationship with the sector, working closely with the commissioning services of the council in terms of the contractual arrangements for the delivery of services by the voluntary sector.

To lead the community engagement function for the Borough, including supporting the work of the Local Strategic Partnership (LSP) and related partnerships. Provide support for the SWL Board and other London Council's, Government and LGA bodies the council is involved with.

To ensure the delivery of an effective business intelligence and performance reporting service that supports the work of the corporate and directorate management teams and provides regular reports to Cabinet and Scrutiny and Overview Committee as appropriate.

Develop and implement a corporate / directorate service planning process that supports the delivery of the Croydon Renewal Improvement Plan.

To ensure an effective emergency plan and business continuity plan / resilience arrangement is in place and maintained to manage emergencies affecting the council and the borough during response and recovery phases

To support the Director of Public Health in fulfilling their statutory duty and ensuring they have impact and reach across all of the council's services.

To ensure an independent annual report on the health of the population of Croydon is delivered and support the statutory Director of Public Health in its production and advising members and partners effectively.

To ensure the design, adoption and delivery of digital services to enhance the resident experience of the council's services and create efficient and effective digital solutions designed, built and delivered around their needs.

To ensure the resilience of the technology infrastructure of the council and its cyber security.



To ensure an effective access service for residents to facilitate a more joined-up response to requests for services, complaints and member and MP casework and seek to continuously improve the resident experience.

To lead the access to information and complaints service ensuring the council becomes more open and transparent.

To be the lead liaison officer for the Local Government Ombudsman and Information Commissioner and ensures the council learns from complaints.

To ensure the provision of an effective registrar, bereavement and mortuary service.

To lead the equality, diversity and inclusion agenda for the council ensuring that the council's public sector equalities duty is fulfilled, the equality strategy is delivered, effective reporting on compliance is undertaken and is part of the council's suite of publically reported performance measures and that equality and inclusion is at the heart of the delivery of the Croydon Renewal Improvement Plan.

To empower the service quality and productivity resources in the directorate, ensuring cross council linkage of the heads of service focussed upon performance improvement and ensure organisational development and engagement activity underpins productivity improvement through effective staff engagement and the building of a truly inclusive organisation.

To ensure the delivery of a high performing external and internal communications and engagement function.

To ensure the provision of an efficient and effective human resources function, including policy, occupational health, employee relations, recruitment, finance service centre, workforce planning and performance metrics.

To be responsible for meeting the needs of the organisation in terms of the quality and sufficiency of HR support services provided by the directorate, measuring and monitoring user satisfaction with services and benchmarking against similar organisations.

To ensure the Council supports the South London Coroner's service consortium and HM Coroner effectively.

To ensure effective support to the Mayor of the London Borough of Croydon enabling them to fully conduct their duties as the first citizen of the borough.

To ensure the election service works closely with the chief executive as returning officer, and ensure effective planning and regulation compliance by the service including ensuring the electoral register for Croydon is maintained effectively, the organisation and conduct of local and parliamentary, elections

and by-elections in Croydon and other polls are delivered as required and continuously develop and improve the delivery of electoral functions.

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

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

### **Strategy**

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

To actively seek out and learn from external good practice and bring those new ideas and ways of working into service development and delivery.

To ensure the council listens to and engages residents in the development of ideas, strategies and policies and that co-design and co-production approaches are implemented throughout the directorate.

To contribute fully to the development and implementation of all corporate strategies, the Croydon Renewal Improvement Plan and the council’s priorities and ways of working and to act as a project or programme senior responsible owner to lead and ensure the implementation of specific corporate projects as required.

To actively promote the council’s priorities and ways of working and the council’s leadership framework and values to ensure they are delivered throughout the organisation.

### **Service quality**

To fulfil the best value duty requirements as established by the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which the directorate’s functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

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

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

To maintain an up to date knowledge of relevant legislation as applicable to the directorate and to the overall council.

To build effective partnerships to harness public, private, voluntary sector and community resources that can help deliver the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To be the council's (officer level) lead representative in a number of partnerships.

To work collaboratively with the trade unions to improve services and solve problems in a coherent and integrated manner.

### **Performance**

To lead and direct the services within the directorate in order to ensure that they deliver effective and efficient services, that they set and achieve high standards of performance, that they provide best value and that the overall budgets are managed and controlled within the funding envelope agreed.

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

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

To ensure the effective management of data and security of information received and used within the directorate, to comply with the relevant legislation such as GDPR and the Freedom of Information Act, recognising that the council wishes to operate in the most open and transparent way.

### **Resource management**

To lead and direct an effective directorate management team.

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

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

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

### **Leadership and Culture**

To lead within the directorate and across the council, the change that is needed in order to ensure that adult social care services play their full part in achieving the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To act at all times in ways that create a fully inclusive workplace and operating culture, proactively seeking ways to ensure staff feel valued and that they all belong.

To seek ways to harness and fully develop the potential of staff working in the directorate and develop their talent.

To demonstrate through personal behaviour, active listening to staff and residents in ways that will help rebuild the relationship with the residents of Croydon and seeking out the resident voice to guide and advise the council in its' actions and decision making.

To model the behaviours required of all staff in terms of equality, ethical behaviour, empathy, effective governance, effective internal control, transparency, and openness.

### **Leadership Framework**

The council's leadership framework follows the principles of a competency framework and all staff are expected to demonstrate these.

**Developing Oneself** – You demonstrate the values every day, you are passionate about the services you lead and deliver the vision and outcomes of Croydon Council. You are inspirational and engage others through personal leadership making the vision understandable to everyone.

**Inspiring and Developing People** – You identify talent and develop their capability to ensure a committed and motivated workforce, you create a culture based on the corporate values and ensure staff and stakeholders deliver a desired outcome.

**Collaborating and Influencing for Results** – You are challenging and innovative in your approach to driving high standards and value for money, you trust and respect staff and partners and empower them to be courageous to try new approaches.

**Enabling and Facilitating the Community** – You create effective collaboration between stakeholders, establish relationships and understand others perspectives. You are open and honest with others. You build a shared sense of purpose across Croydon, ensuring delivery and a collective use of resources

## Corporate Values

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



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

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

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

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

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

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

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

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

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

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

## CROYDON COUNCIL - Job Description

<b>Job title:</b> Corporate Director of Adult Social Care & Health (DASS & Caldicott Guardian)	<b>Service Area:</b> Adult Social Care & Health	
<b>Directorate:</b> Adult Social Care & Health	<b>Post Number</b> From Oracle	<b>Evaluation Number:</b> From JE system
<b>Grade:</b> 5	<b>Date issued:</b> June 2021 FINAL version	

### **Croydon Council's priorities**

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

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

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

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

### **Croydon Council's new ways of working**

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

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

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

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

## Overall purpose of role

As a member of the council's corporate management team, the **Corporate Director of Adult Social Care & Health** will work collaboratively with other corporate directors and the chief executive to deliver the Croydon Renewal Improvement Plan, the council's priorities and ways of working and a financially sustainable budget by March 2024.

The **Corporate Director of Adult Social Care & Health** will directly lead and manage a portfolio of adult social care & health services and promote the corporate competencies and values through day-to-day leadership and managerial behaviours.

The **Corporate Director of Adult Social Care & Health** will provide high quality professional advice to the Leader and Cabinet, the Scrutiny and Overview Committee, the Health and Well-Being Board and any other external bodies on all matters related to the adult social care functions of the council.

**Reports to:** chief executive

**Responsible for:** adult social care operations including the transition of post 18 services to young people with disabilities, adult social care improvement, the localities model of adult social care provision with health and the integration of adult social care services within the One Croydon Alliance. Following the commissioning and procurement review it is likely that commissioning resources will be placed in this directorate.

## Job context:

The post holder holds the statutory post of Director of Adult Social Services (DASS) in accordance with the Local Authority Social Services Act 1970 Section 7 and the May 2006 Guidance on the Statutory Chief Officer Post of the Director of Adult Social Services from the Department of Health.

This post holder is an office holder under the Safeguarding Vulnerable Groups Act 2006 and will be engaged in regulated activity by virtue of undertaking the role and will come within the scope of the Disclosure and Barring Service.

This post holder has responsibility for the local authority functions related to the safeguarding of vulnerable adults and will ensure that all vulnerable adults will have their social care needs met in line with the requirements of the Care Act 2014, Mental Health Act 1983, the Mental Capacity Act 2005 and any other relevant legislation.

This post holder is designated as the Caldicott Guardian (Department of Health Local Authority Circular (2002)2) and will ensure that the personal information about those who use adult social services is used legally, ethically and

appropriately, and that confidentiality is maintained. The Caldicott Guardian acts as “the conscience of the organisation” and ensures the impartiality and independence of their advice.

The post holder will work as part of a broader information governance cross council function and will have a direct relationship with the Chief Information Officer (CIO) and Senior Information Risk Officer (SIRO).

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

**1.1 Selflessness**

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

**1.2 Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

**1.3 Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

**1.4 Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

**1.5 Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

**1.6 Honesty**

Holders of public office should be truthful.

**1.7 Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

The post holder has line management responsibility for 2 direct reports, overall responsibility for all staff in the directorate and is accountable and responsible for all adult social care services delivered.



The post holder is accountable for the adult social care £ XXm budget and will deliver services and the associated savings programme and transformation projects within that budget envelope.

The post holder will ensure the financial probity and competence of financial management across the adult social care service and that effective arrangements are in place to meet legislative and statutory requirements in relation to financial management and internal control.

The post holder is jointly accountable with the corporate management team for the delivery of the council's equality strategy 2021-2024 and action plan and will personally lead elements of it and champion it overall.

The post holder will ensure the corporate parenting responsibilities for the council's looked after children and care leavers are fulfilled in accordance with the Children and Social Work Act 2017.

The post holder will enable staff in the directorate to lead cross-council projects on issues as defined by Cabinet. A limited number of reviews per year will tackle complex priority issues and also enable new skills and experiences to be developed by staff to aid their future career development.

The post holder will participate in the council's emergency arrangements as an on-call member and will fully participate in gold and silver arrangements as required, which may require chairing the formal council meetings.

The postholder is required to deputise for the chief executive in the role of London local authority gold at a borough level as required.

The post holder will ensure that all relevant health & safety legislation and the council's health & safety requirements are reasonably complied with.

The post holder will be required to operate within the delegations from the chief executive and head of paid service and as detailed in the council's scheme of delegation of the council's constitution.

The post holder will be required to work some evenings, weekends and occasional public holidays in order to meet service requirements and to ensure appropriate representation of the council with residents, the Leader and Cabinet and all elected Members and external bodies.

This is a politically restricted post under the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990. The individual holding this post cannot have any active political role.

Politically restricted employees are prohibited from:

- standing for office as local councillors, MPs, MEPs, Members of the Welsh Assembly or Members of the Scottish Parliament,

- canvassing on behalf of a political party or a person who is, or seeks to be, a candidate, and
- speaking to the public at large or publishing any written or artistic work that could give the impression of advocating support for a political party.

### **Accountabilities – Corporate Director of Adult Social Care & Health**

To lead and manage the directorate, ensuring the provision of high quality, personalised adult social care that focuses on the needs of vulnerable adults and those with disabilities promoting personal control, self-direction, dignity independence and quality of life.

To be responsible for the delivery of and the performance of statutorily defined local authority functions relating to adult social care with particular regard to the Care Act 2014 and ensuring that effective systems and commissioning arrangements are in place for discharging these functions working with the voluntary sector and other providers as appropriate.

To ensure that adult safeguarding is a council priority, through effective performance monitoring and management within the directorate and through communication and engagement across the council and within multi agency arrangements and that there are clearly communicated and effective safeguarding arrangements to protect adults and carers from harm.

To ensure the wider responsibilities of ensuring information on care and support is available to all residents and their families to ensure they can make informed decisions regardless who is paying for their care and support.

To ensure the council carries out appropriate assessments of anyone who appears to require care and support, regardless of their likely eligibility for state-funded care and focus the assessment on the person's needs and how they impact on their wellbeing, and the outcomes they want to achieve.

To ensure that an appropriate system of care and support is available in the borough and will take action to prevent market failure.

To work with the One Croydon Alliance and other NHS providers to enable integration of community health services and adult social care provision on a geographic localities model to deliver better outcomes and value for money.

To ensure the provision of high quality adult mental health social care services and assure professional standards are fully maintained in processes and practice relating to deprivation of liberty safeguards and mental capacity assessments.

The post holder will work with the Corporate Director for Children, Young People and Education and deliver a seamless transition to adult social care services for disabled young people from the age of 18.

To be the responsible and accountable officer for the development of adult social care policy and strategies and the provision of professional advice on all matters relating to adult social care; advising the Leader and Cabinet, the Scrutiny and Overview Committee, all Members, the chief executive, the corporate management team and others to enable the discharge of functions in an effective and efficient way, and to display the highest standards of ethical governance.

To ensure that the requirements of legislation and relevant statutory obligations and guidance affecting adult social care are identified and implemented, including appropriate staff training.

To work closely with the Director of Human Resources to ensure effective and focused workforce planning and development.

Following the commissioning and procurement review it is likely that commissioning resources will be placed in this directorate.

To work with a range of partners at a strategic level contributing to the effectiveness of the Health and Wellbeing Board, the Local Safeguarding Adults Board and any other relevant bodies.

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

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

### **Strategy**

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

To actively seek out and learn from external good practice and bring those new ideas and ways of working into service development and delivery.

To ensure the council listens to and engages residents in the development of ideas, strategies and policies and that co-design and co-production approaches are implemented throughout the directorate.

To contribute fully to the development and implementation of all corporate strategies, the Croydon Renewal Improvement Plan and the council’s priorities and ways of working and to act as a project or programme senior responsible owner to lead and ensure the implementation of specific corporate projects as required.

To actively promote the council's priorities and ways of working and the council's leadership framework and values to ensure they are delivered throughout the organisation.

### **Service quality**

To fulfil the best value duty requirements as established by the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which the directorate's functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

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

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

To maintain an up to date knowledge of relevant legislation as applicable to the directorate and to the overall council.

To build effective partnerships to harness public, private, voluntary sector and community resources that can help deliver the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To be the council's (officer level) lead representative in a number of partnerships.

To work collaboratively with the trade unions to improve services and solve problems in a coherent and integrated manner.

### **Performance**

To lead and direct the services within the directorate in order to ensure that they deliver effective and efficient services, that they set and achieve high standards of performance, that they provide best value and that the overall budgets are managed and controlled within the funding envelope agreed.

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

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

To ensure the effective management of data and security of information received and used within the directorate, to comply with the relevant legislation such as GDPR and the Freedom of Information Act, recognising that the council wishes to operate in the most open and transparent way.

### **Resource management**

To lead and direct an effective directorate management team.

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

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

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

### **Leadership and Culture**

To lead within the directorate and across the council, the change that is needed in order to ensure that adult social care services play their full part in achieving the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To act at all times in ways that create a fully inclusive workplace and operating culture, proactively seeking ways to ensure staff feel valued and that they all belong.

To seek ways to harness and fully develop the potential of staff working in the directorate and develop their talent.

To demonstrate through personal behaviour, active listening to staff and residents in ways that will help rebuild the relationship with the residents of Croydon and seeking out the resident voice to guide and advise the council in its' actions and decision making.

To model the behaviours required of all staff in terms of equality, ethical behaviour, empathy, effective governance, effective internal control, transparency, and openness.

### **Leadership Framework**

The council's leadership framework follows the principles of a competency framework and all staff are expected to demonstrate these.

**Developing Oneself** – You demonstrate the values every day, you are passionate about the services you lead and deliver the vision and outcomes

of Croydon Council. You are inspirational and engage others through personal leadership making the vision understandable to everyone.

**Inspiring and Developing People** – You identify talent and develop their capability to ensure a committed and motivated workforce, you create a culture based on the corporate values and ensure staff and stakeholders deliver a desired outcome.

**Collaborating and Influencing for Results** – You are challenging and innovative in your approach to driving high standards and value for money, you trust and respect staff and partners and empower them to be courageous to try new approaches.

**Enabling and Facilitating the Community** – You create effective collaboration between stakeholders, establish relationships and understand others perspectives. You are open and honest with others. You build a shared sense of purpose across Croydon, ensuring delivery and a collective use of resources

### Corporate Values

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



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

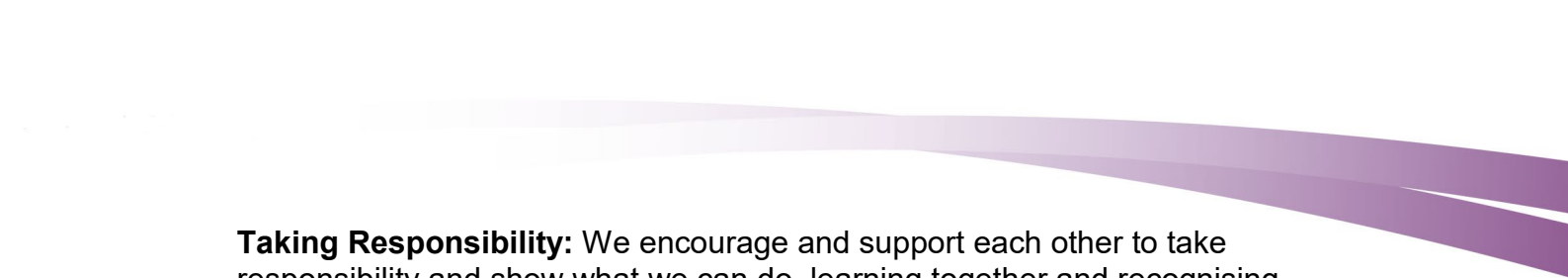
- You are strategically innovative in your approach to building and maintaining partnerships and you and your teams act in a joint enterprise with them. You use your contacts and colleagues to bring teams together.

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

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

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

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



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

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

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

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

## **Summary of the statutory responsibilities of Local Authorities in relation to adult social care and the statutory role of the DASS**

The following is a summary of the **guidance** issued by the Department of Health in 2006 on the role of the Director of Adult Social Services (DASS). The full guidance can be viewed at:

[Guidance on the statutory chief officer post of the Director of Adult Social Services - May 2006](#)

### **The statutory responsibilities of Local Authorities in relation to adult social care**

Chief Executives of local authorities with social services responsibilities should ensure that a DASS is in post

The local authority shall take steps to ensure that the post holder is given the necessary authority, is enabled/given the necessary resources to provide professional leadership (including delivering workforce planning) in social care and deliver the cultural change necessary to implement person-centred services and to promote partnership working, and such other responsibilities as the local authority determines

The local authority shall ensure that the DASS is made accountable for the delivery of local authority social services functions listed in Schedule 1 of the Local Authority Social Services Act 1970 (as amended), other than those for which the Director of Children's services is responsible.

Local authorities shall ensure that the DASS is directly accountable to the Chief Executive of the local authority and comparable in terms of seniority, with the Director of Children's Services.

The Local Authority Social Services Act 1970 (as amended), allows local authorities to jointly appoint a single DASS to cover their local authority areas. The partnership arrangements provided for by the Health Act 1999 also enable joint funding of posts between a local authority and an NHS body.

A joint appointment of a person to a DASS post and a post in the NHS is therefore possible. Where such a joint appointment occurs the DASS must remain an employee of the local authority for the full range of social services responsibilities. In addition, local authorities may extend the DASS's responsibilities to cover other local authority services and responsibilities (such as leisure, housing, transport and adult education). It is for local authorities themselves to determine whether to utilise/make use of these provisions given their particular circumstances.

The DASS is a politically restricted statutory chief officer post under Section 2 of the Local Government and Housing Act 1989 (as amended). This means that he or she may not be a Member of the local authority. As is the case with former Directors of Social Services, the appointment of the DASS is not a



function of the executive. This means that the full council can take the decision, or may choose to delegate the decision.

### **The statutory role of the DASS**

The DASS's key leadership role is to deliver the local authority's part in:

- Improving preventative services and delivering earlier intervention
- Managing the necessary cultural change to give people greater choice and control over services
- Tackling inequalities and improving access to services
- Increasing support for people with the highest levels of need

There are seven key aspects to be included in the DASS's remit:

- (i) Accountability for assessing local needs and ensuring availability and delivery of a full range of adult social services
- (ii) Professional leadership, including workforce planning
- (iii) Leading the implementation of standards
- (iv) Managing cultural change
- (v) Promoting local access and ownership and driving partnership working
- (vi) Delivering an integrated whole systems approach to supporting communities
- (vii) Promoting social inclusion and wellbeing

## CROYDON COUNCIL - Job Description

<b>Job title:</b> Corporate Director of Children, Young People & Education (DCS & Calidcott Guardian)	<b>Service Area:</b> Children, Young People & Education	
<b>Directorate:</b> Children, Young People & Education	<b>Post Number</b> From Oracle	<b>Evaluation Number:</b> From JE system
<b>Grade:</b> 5	<b>Date issued:</b> June 2021 FINAL	

### **Croydon Council's priorities**

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

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

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

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

### **Croydon Council's new ways of working**

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

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

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

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

## Overall purpose of role

As a member of the council's corporate management team, the **Corporate Director of Children, Young People & Education** will work collaboratively with other corporate directors and the chief executive to deliver the Croydon Renewal Improvement Plan, the council's priorities and ways of working and a financially sustainable budget by March 2024.

The **Corporate Director of Children, Young People & Education** will directly lead and manage a portfolio of children and young people's social care and education services and promote the corporate competencies and values through day-to-day leadership and managerial behaviours.

The **Corporate Director of Children, Young People & Education** will provide high quality professional advice to the Leader and Cabinet, the Scrutiny and Overview Committee, the Health and Well-Being Board and any other external bodies on all matters related to children and young people's social care and education functions of the council.

**Reports to:** chief executive

**Responsible for:** the commissioning of children's social care and education services, contract management and placement brokerage, children's social care and safeguarding (child protection, NRPF, triage and MASH assessments, youth offending, looked after children, care leavers, fostering & adoption) education services (inclusion, achievement, special education needs, disabled children and young people's services up to 17, & school improvement). Following the review of commissioning and procurement, it is likely that children's commissioning services will be placed in this directorate.

### **Job context:**

The post holder holds the statutory post of Director of Children's Services (DCS) in accordance with the Children's Act 2004.

This post holder is an office holder under the Safeguarding Vulnerable Groups Act 2006 and will be engaged in regulated activity by virtue of undertaking the role and will come within the scope of the Disclosure and Barring Service.

This post holder is designated as the Caldicott Guardian (Department of Health Local Authority Circular (2002)2) and will ensure that the personal information about those who use children's social services is used legally, ethically and appropriately, and that confidentiality is maintained. The Caldicott Guardian acts as "the conscience of the organisation" and ensures the impartiality and independence of their advice.

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

### **1.1 Selflessness**

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

### **1.2 Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

### **1.3 Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

### **1.4 Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

### **1.5 Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

### **1.6 Honesty**

Holders of public office should be truthful.

### **1.7 Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

The post holder has line management responsibility for 3 direct reports, overall responsibility for all staff in the directorate and is accountable and responsible for all children and young people's social care and education services delivered.

The post holder is accountable for the children and young people's social care and education £ XXm budget and will deliver services and the associated savings programme and transformation projects within that budget envelope.

The post holder will ensure the financial probity and competence of financial management across children and young people's social care and education services and that effective arrangements are in place to meet legislative and statutory requirements in relation to financial management and internal control.

The post holder is jointly accountable with the corporate management team for the delivery of the council's equality strategy 2021-2024 and action plan and will personally lead elements of it and champion it overall.

The post holder will ensure the corporate parenting responsibilities for the council's looked after children and care leavers are fulfilled in accordance with the Children and Social Work Act 2017.

The post holder will enable staff in the directorate to lead cross-council projects on issues as defined by Cabinet. A limited number of reviews per year will tackle complex priority issues and also enable new skills and experiences to be developed by staff to aid their future career development.

The post holder will participate in the council's emergency arrangements as an on-call member and will fully participate in gold and silver arrangements as required, which may require chairing the formal council meetings.

The postholder is required to deputise for the chief executive in the role of London local authority gold at a borough level as required.

The post holder will ensure that all relevant health & safety legislation and the council's health & safety requirements are reasonably complied with.

The post holder will be required to operate within the delegations from the chief executive and head of paid service and as detailed in the council's scheme of delegation of the council's constitution.

The post holder will be required to work some evenings, weekends and occasional public holidays in order to meet service requirements and to ensure appropriate representation of the council with residents, the Leader and Cabinet, all elected Members and external bodies.

This is a politically restricted post under the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990. The individual holding this post cannot have any active political role.

Politically restricted employees are prohibited from:

- standing for office as local councillors, MPs, MEPs, Members of the Welsh Assembly or Members of the Scottish Parliament,
- canvassing on behalf of a political party or a person who is, or seeks to be, a candidate, and
- speaking to the public at large or publishing any written or artistic work that could give the impression of advocating support for a political party.

## **Accountabilities – Corporate Director of Children, Young People & Education**

To lead and manage the directorate, ensuring the provision of high quality, children and young people's social care and education services that focus on the needs of vulnerable children and young people, children and young people with disabilities and promote aspiration, the achievement of individual potential, a safe and happy childhood and adolescence, self-reliance and quality of life.

To be responsible for the delivery of and the performance of statutorily defined local authority functions relating to children and young people's social care and education services ensuring that effective systems and commissioning arrangements are in place for discharging these functions working with the voluntary sector and other providers as appropriate.

To ensure that the safeguarding of children and young people is a council priority, through effective performance monitoring and management within the directorate and through communication and engagement across the council and within multi agency arrangements and that there are clearly communicated and effective safeguarding arrangements to protect children and young people from harm.

To ensure the provision of high quality children and young people's mental health social care services and assure professional standards are fully maintained in processes and practice relating to deprivation of liberty safeguards and mental capacity assessments.

The post holder will work with the Corporate Director for Adult Social Care & Health to support the planning for and delivery of a seamless transition to adult social care services for disabled young people from the age of 17.

To be the responsible and accountable officer for the development of children's and young people's social care and education policy and strategies and the provision of professional advice on all matters relating to children's and young people's social care and education; advising the Leader and Cabinet, the Scrutiny and Overview Committee, all Members, the Children's Improvement Board, the chief executive, the corporate management team and others to enable the discharge of functions in an effective and efficient way, and to display the highest standards of ethical governance.

To ensure that the requirements of legislation and relevant statutory obligations and guidance affecting children's and young people's social care and education are identified and implemented, including appropriate staff training.

To drive the continuous improvement of children and young people's social care services working closely with the Children's Improvement Board.

To work in partnership with schools, children's centres and other partners to promote continuous improvement, raise educational attainment and secure collaboration across the family of Croydon schools.

To work closely with the Director of Human Resources to ensure effective and focused workforce planning and development.

To work closely with the Corporate Director of Housing to ensure sufficient housing provision for care leavers.

To ensure collaborative and systemic working and innovation across all provision to dealing with youth offending.

To actively support and advocate the voice of children, young people and families at the heart of decision making.

Following the review of commissioning and procurement, it is likely that childrens commissioning services will be placed in this directorate.

To work with a range of partners at a strategic level contributing to the effectiveness of the Health and Wellbeing Board, the Croydon Safeguarding Children's Partnership and any other relevant bodies.

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

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

### **Strategy**

To take a "one Council" approach to deliver more effective outcomes and at all times avoid a silo-ed, single directorate or service area approach.

To actively seek out and learn from external good practice and bring those new ideas and ways of working into service development and delivery.

To ensure the council listens to and engages residents in the development of ideas, strategies and policies and that co-design and co-production approaches are implemented throughout the directorate.

To contribute fully to the development and implementation of all corporate strategies, the Croydon Renewal Improvement Plan and the council's priorities and ways of working and to act as a project or programme senior responsible owner to lead and ensure the implementation of specific corporate projects as required.

To actively promote the council's priorities and ways of working and the council's leadership framework and values to ensure they are delivered throughout the organisation.

### **Service quality**

To fulfil the best value duty requirements as established by the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which the directorate's functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

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

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

To maintain an up to date knowledge of relevant legislation as applicable to the directorate and to the overall council.

To build effective partnerships to harness public, private, voluntary sector and community resources that can help deliver the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To be the council's (officer level) lead representative in a number of partnerships.

To work collaboratively with the trade unions to improve services and solve problems in a coherent and integrated manner.

### **Performance**

To lead and direct the services within the directorate in order to ensure that they deliver effective and efficient services, that they set and achieve high standards of performance, that they provide best value and that the overall budgets are managed and controlled within the funding envelope agreed.

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

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

To ensure the effective management of data and security of information received and used within the directorate, to comply with the relevant legislation such as GDPR and the Freedom of Information Act, recognising that the council wishes to operate in the most open and transparent way.

### **Resource management**

To lead and direct an effective directorate management team.



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

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

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

### **Leadership and Culture**

To lead within the directorate and across the council, the change that is needed in order to ensure that adult social care services play their full part in achieving the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To act at all times in ways that create a fully inclusive workplace and operating culture, proactively seeking ways to ensure staff feel valued and that they all belong.

To seek ways to harness and fully develop the potential of staff working in the directorate and develop their talent.

To demonstrate through personal behaviour, active listening to staff and residents in ways that will help rebuild the relationship with the residents of Croydon and seeking out the resident voice to guide and advise the council in its' actions and decision making.

To model the behaviours required of all staff in terms of equality, ethical behaviour, empathy, effective governance, effective internal control, transparency, and openness.

### **Leadership Framework**

The council's leadership framework follows the principles of a competency framework and all staff are expected to demonstrate these.

**Developing Oneself** – You demonstrate the values every day, you are passionate about the services you lead and deliver the vision and outcomes of Croydon Council. You are inspirational and engage others through personal leadership making the vision understandable to everyone.

**Inspiring and Developing People** – You identify talent and develop their capability to ensure a committed and motivated workforce, you create a culture based on the corporate values and ensure staff and stakeholders deliver a desired outcome.

**Collaborating and Influencing for Results** – You are challenging and innovative in your approach to driving high standards and value for money, you trust and respect staff and partners and empower them to be courageous

to try new approaches.

**Enabling and Facilitating the Community** – You create effective collaboration between stakeholders, establish relationships and understand others perspectives. You are open and honest with others. You build a shared sense of purpose across Croydon, ensuring delivery and a collective use of resources

### Corporate Values

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



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

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

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

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

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

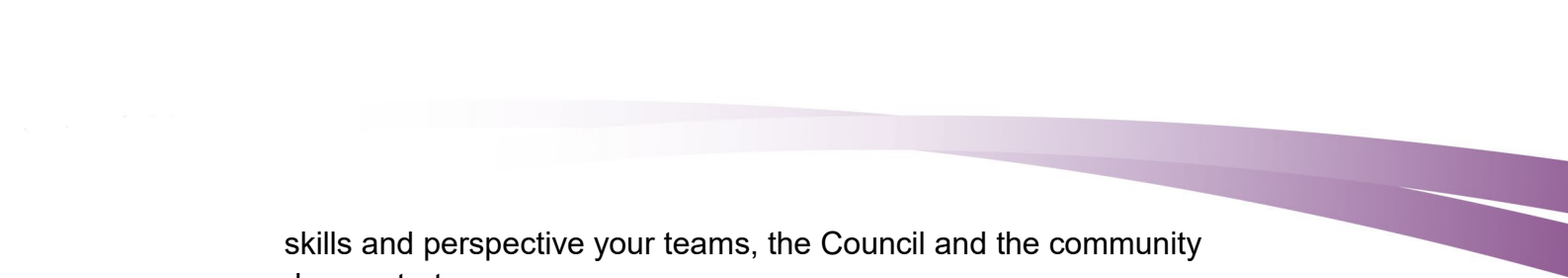
- You think through who needs to understand what during communication; and take care to communicate detail clearly. You take people's views into account continuously. You trust people, colleagues and staff, to do their best and deal with any issues positively.

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

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

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

- You treat all staff and customers with equal value and respect. In everything you do, you make good use of the wide variety of background,



skills and perspective your teams, the Council and the community demonstrate.

## CROYDON COUNCIL - Job Description

<b>Job title:</b> Corporate Director of Housing	<b>Service Area:</b> Housing	
<b>Directorate:</b> Housing	<b>Post Number</b> From Oracle	<b>Evaluation Number:</b> From JE system
<b>Grade:</b> 5	<b>Date issued:</b> June 2021 FINAL	

### **Croydon Council's priorities**

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

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

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

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

### **Croydon Council's new ways of working**

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

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

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

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

## Overall purpose of role

As a member of the council's corporate management team, the **Corporate Director of Housing** will work collaboratively with other corporate directors and the chief executive to deliver the Croydon Renewal Improvement Plan, the council's priorities and ways of working and a financially sustainable budget by March 2024.

**The Corporate Director of Housing** leads the new directorate of housing, drawing together the housing services across the council to focus on delivering the housing improvement plan, housing development, allocations, repairs, HRA capital programme, fire and safety, homelessness, tenancy lettings and income and promotes the council's corporate competencies and values through day-to-day managerial behaviours. Following the commissioning and procurement review, it is likely that a commissioning service will be based in this directorate.

The **Corporate Director of Housing** will provide high quality professional advice to the chief executive, Leader and Cabinet, the Scrutiny and Overview Committee, and any other external bodies on all housing services related to the functions of the council.

**Reports to:** the chief executive

**Responsible for:** All aspects of housing including housing estates, responsive repairs, planned maintenance, service and long term planning, policy and development, allocations, lettings, income collection, homelessness and assessments, tenancy, leaseholder and resident engagement.

### **Job context:**

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

#### **1.1 Selflessness**

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

#### **1.2 Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

#### **1.3 Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

#### **1.4 Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

#### **1.5 Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

#### **1.6 Honesty**

Holders of public office should be truthful.

#### **1.7 Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

The post holder has line management responsibility for 3 direct reports, overall responsibility for all staff in the directorate and is accountable and responsible for all housing services delivered.

The post holder is accountable for the housing services **£ XXm** budget and will deliver services and the associated savings programme and transformation projects within that budget envelope.

The post holder will ensure the financial probity and competence of financial management within the directorate and that effective arrangements are in place to meet legislative and statutory requirements in relation to financial management and internal control.

The post holder is jointly accountable with the corporate management team and all senior management for the delivery of the council's equality strategy 2021-2024 and action plan and will personally lead elements of it and champion it overall.

The post holder will ensure the corporate parenting responsibilities for the council's looked after children and care leavers are fulfilled in accordance with the Children and Social Work Act 2017.

The post holder will enable staff in the directorate to lead cross-council projects on issues as defined by Cabinet. A limited number of reviews per year will tackle complex priority issues and also enable new skills and experiences to be developed by staff to aid their future career development.

The post holder will participate in the council's emergency arrangements as an on-call member and will fully participate in gold and silver arrangements as required, which may require chairing the formal council meetings.

The postholder is required to deputise for the chief executive in the role of London local authority gold at a borough level as required.

The post holder will ensure that all relevant health & safety legislation and the council's health & safety requirements are reasonably complied with.

The post holder will be required to operate within the delegations from the chief executive and head of paid service and as detailed in the council's scheme of delegation of the council's constitution.

The post holder will be required to work some evenings, weekends and occasional public holidays in order to meet service requirements and to ensure appropriate representation of the council with residents, the Leader and Cabinet and all elected Members and external bodies.

This is a politically restricted post under the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990. The individual holding this post cannot have any active political role.

Politically restricted employees are prohibited from:

- standing for office as local councillors, MPs, MEPs, Members of the Welsh Assembly or Members of the Scottish Parliament,
- canvassing on behalf of a political party or a person who is, or seeks to be, a candidate, and
- speaking to the public at large or publishing any written or artistic work that could give the impression of advocating support for a political party.

### **Accountabilities – Corporate Director of Housing**

Work collaboratively across the council and with elected members and residents to deliver the improvement plan for housing and ensure high quality, effective and compliant operational performance is delivered.

To provide the necessary information that the council needs to make informed decisions about compliance; managing risk; and the future direction of Croydon's Housing Services

To undertake a whole service review of the housing service and create a new design and delivery model for that establishes high standards for housing and tenant management, support services and asset management.

To promote meaningful engagement with tenants, ensuring that their voice is heard and is influential, while maintaining positive and productive relationships with tenant groups.

Ensure an appropriate control and assurance framework is in place to meet statutory, regulatory and financial requirements in order to manage risks to the business, including internal and external audit, health and safety, safeguarding and data protection, to inform relevant and timely intervention.

To be responsible for effective financial and operational performance of the Housing Revenue Account and operational budgets, maximising use of assets and supporting growth.

Working within agreed values and strategies to deliver quality services to our tenants, and empowering and encouraging staff to deliver an excellent service resulting in high levels of tenant satisfaction; reflecting our values on respect and dignity.

To be responsible for the delivery of and the performance of statutorily defined local authority functions relating to housing services and ensuring that effective systems are in place for discharging these functions working with the voluntary sector and other providers as appropriate.

To ensure that the requirements of legislation and relevant statutory obligations and guidance affecting housing services are identified and implemented including appropriate staff training.

To ensure the council meets its statutory responsibilities to priority and non-priority homeless households including the provision of temporary accommodation and the development of housing strategies to enable residents to make informed decisions.

To ensure appropriate housing need arrangements are in place and lead the preventative aspects of homelessness in a holistic manner, to support minimising the use of temporary accommodation.

To ensure the private sector meets its statutory responsibilities through the use of the Council's enforcement powers.

To ensure the delivery of an effective responsive repairs and planned maintenance service and the delivery of the HRA capital programme.  
To work closely with the Corporate Director of Resources in managing the housing revenue account, its in-year delivery and future planning.



To ensure the development of housing strategies and policies in particular, homelessness, overcrowding and allocations

To work closely with the Corporate Director of Children, Young People & Education to ensure a sufficient supply of housing for care leavers.

To ensure the maintenance of the housing and transfer register, promoting housing mobility and allocating council and housing association homes to people in housing need.

Following the commissioning and procurement review, it is likely that a commissioning service will be based in this directorate.

To ensure the provision of major aids and adaptations for disabled people, enabling them to remain in their own homes and including 'staying put'.

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

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

### **Strategy**

To take a "one Council" approach to deliver more effective outcomes and at all times avoid a silo-ed, single directorate or service area approach.

To actively seek out and learn from external good practice and bring those new ideas and ways of working into service development and delivery.

To ensure the council listens to and engages residents in the development of ideas, strategies and policies and that co-design and co-production approaches are implemented throughout the directorate.

To contribute fully to the development and implementation of all corporate strategies, the Croydon Renewal Improvement Plan and the council's priorities and ways of working and to act as a project or programme senior responsible owner to lead and ensure the implementation of specific corporate projects as required.

To actively promote the council's priorities and ways of working and the council's leadership framework and values to ensure they are delivered throughout the organisation.

### **Service quality**

To fulfil the best value duty requirements as established by the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which the directorate's functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

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

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

To maintain an up to date knowledge of relevant legislation as applicable to the directorate and to the overall council.

To build effective partnerships to harness public, private, voluntary sector and community resources that can help deliver the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To be the council's (officer level) lead representative in a number of partnerships.

To work collaboratively with the trade unions to improve services and solve problems in a coherent and integrated manner.

### **Performance**

To lead and direct the services within the directorate in order to ensure that they deliver effective and efficient services, that they set and achieve high standards of performance, that they provide best value and that the overall budgets are managed and controlled within the funding envelope agreed.

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

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

To ensure the effective management of data and security of information received and used within the directorate, to comply with the relevant legislation such as GDPR and the Freedom of Information Act, recognising that the council wishes to operate in the most open and transparent way.

### **Resource management**

To lead and direct an effective directorate management team.

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

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

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

### **Leadership and Culture**

To lead within the directorate and across the council, the change that is needed in order to ensure that adult social care services play their full part in achieving the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To act at all times in ways that create a fully inclusive workplace and operating culture, proactively seeking ways to ensure staff feel valued and that they all belong.

To seek ways to harness and fully develop the potential of staff working in the directorate and develop their talent.

To demonstrate through personal behaviour, active listening to staff and residents in ways that will help rebuild the relationship with the residents of Croydon and seeking out the resident voice to guide and advise the council in its' actions and decision making.

To model the behaviours required of all staff in terms of equality, ethical behaviour, empathy, effective governance, effective internal control, transparency, and openness.

### **Leadership Framework**

The council's leadership framework follows the principles of a competency framework and all staff are expected to demonstrate these.

**Developing Oneself** – You demonstrate the values every day, you are passionate about the services you lead and deliver the vision and outcomes of Croydon Council. You are inspirational and engage others through personal leadership making the vision understandable to everyone.

**Inspiring and Developing People** – You identify talent and develop their capability to ensure a committed and motivated workforce, you create a culture based on the corporate values and ensure staff and stakeholders deliver a desired outcome.

**Collaborating and Influencing for Results** – You are challenging and innovative in your approach to driving high standards and value for money, you trust and respect staff and partners and empower them to be courageous to try new approaches.

**Enabling and Facilitating the Community** – You create effective collaboration between stakeholders, establish relationships and understand others perspectives. You are open and honest with others. You build a shared sense of purpose across Croydon, ensuring delivery and a collective use of resources

### **Corporate Values**

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



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

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

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

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

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

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

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

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

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

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

## **PERSON SPECIFICATION:**

### Qualifications and Knowledge

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

### Experience

- A senior track record in social housing or related sector.
- Proven experience of working within a large complex organisation and experience of working with elected members or a Board at a senior level.
- Experience of successfully leading and managing people, developing successful and cohesive teams.
- Experience of management at a strategic level, including the management of budgets and interpretation of business information, bringing acumen and insight to the role.
- A track record of successfully delivering continuous improvement in service delivery, with high levels of tenant satisfaction.

### Skills and Abilities

- Acts with integrity, is accountable and actively promotes and supports the aims of
- A motivational leader, who inspires service excellence.
- A high level of interpersonal, communication, influencing, negotiating and political skills.
- Able to work intuitively with a wide range of stakeholders, maintaining effective partnership and stakeholder relationships.
- Able to assess risk and promote risk awareness without being risk averse.
- Able to translate strategy into short, medium and long term plans.

### Personal Attributes

- A self-starter with a positive outlook and collaborative approach. Able to work on own initiative, exercise good judgement and be resilient.
- Proactively demonstrates a strong commitment to equality and diversity.
- Champions tenants gaining access to good quality homes and services.
- Able to make sound judgements, confident in own knowledge, able to give advice to others and be accountable for that advice.

## CROYDON COUNCIL - Job Description

<b>Job title:</b> Corporate Director of Resources (S151 & Deputy Chief Executive & Deputy Head of Paid Service)	<b>Service Area:</b> Resources	
<b>Directorate:</b> Resources	<b>Post Number</b> From Oracle	<b>Evaluation Number:</b> From JE system
<b>Grade:</b> 5	<b>Date issued:</b> June 2021 FINAL	

### Croydon Council's priorities

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

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

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

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

### Croydon Council's new ways of working

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

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

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

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

## Overall purpose of role

As a member of the council's corporate management team, the **Corporate Director of Resources** will work collaboratively with other corporate directors and the chief executive to deliver the Croydon Renewal Improvement Plan, the council's priorities and ways of working and a financially sustainable budget by March 2024.

The **Corporate Director of Resources** will be the head of profession for finance management and will directly lead and manage a portfolio of financial, non Housing property and legal services and promote the corporate competencies and values through day-to-day leadership and managerial behaviours.

The **Corporate Director of Resources** will provide high quality professional advice to the Leader and Cabinet, the Scrutiny and Overview Committee, the General Purposes & Audit Committee, Pensions Committee and any other council or external bodies on all matters related to financial and legal functions of the council.

**Reports to:** chief executive

**Responsible for:** the head of profession for the finance function, the council's corporate legal service, democratic services & scrutiny, strategic planning and management of the council's finances including the general fund, housing revenue account and the capital programme, internal audit, external audit, risk management, anti-fraud, insurance, treasury management, payments, revenues, benefits & debt, the Croydon Council Pension Fund, capital programme delivery for school and council assets, asset and facilities management, health and safety, council investments in other entities, companies and shareholdings. Following the commissioning and procurement review, it is likely that a procurement service and commissioning services will be based in this directorate.

### **Job context:**

The post incorporates the statutory role of Section 151 of the Local Government Act 1972.

To act as the deputy chief executive and deputy head of paid service in the absence of the chief executive.

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

#### **1.1 Selflessness**

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

#### **1.2 Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

### **1.3 Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

### **1.4 Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

### **1.5 Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

### **1.6 Honesty**

Holders of public office should be truthful.

### **1.7 Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

The post holder has line management responsibility for 6 direct reports, overall responsibility for all staff in the directorate and is accountable and responsible for all financial and legal services delivered and the overall council financial system including the Council's general fund, housing revenue account, capital budget and the delivery of the capital programme (non non highways & HRA).

The post holder is accountable for the financial, property and legal services **£ XXm** directorate budget. The post holder will deliver services and the associated savings programme and transformation projects within the directorate budget envelope.

The post holder will ensure the financial probity and competence of financial management within the directorate and across the council as a whole and that effective arrangements are in place to meet legislative and statutory requirements in relation to financial management and internal control both corporately and within all directorates.

The post holder is jointly accountable with the corporate management team for the delivery of the council's equality strategy 2021-2024 and action plan and will personally lead elements of it and champion it overall.



The post holder will ensure the corporate parenting responsibilities for the council's looked after children and care leavers are fulfilled in accordance with the Children and Social Work Act 2017.

The post holder will enable staff in the directorate to lead cross-council projects on issues as defined by Cabinet. A limited number of reviews per year will tackle complex priority issues and also enable new skills and experiences to be developed by staff to aid their future career development.

The post holder will participate in the council's emergency arrangements as an on-call member and will fully participate in gold and silver arrangements as required, which may require chairing the formal council meetings.

The postholder is required to deputise for the chief executive in the role of London local authority gold at a borough level as required.

The post holder will ensure that all relevant health & safety legislation and the council's health & safety requirements are reasonably complied with.

The post holder will be required to operate within the delegations from the chief executive and head of paid service and as detailed in the council's scheme of delegation of the council's constitution.

The post holder will be required to work some evenings, weekends and occasional public holidays in order to meet service requirements and to ensure appropriate representation of the council with residents, the Leader and Cabinet, all elected Members and external bodies.

This is a politically restricted post under the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990. The individual holding this post cannot have any active political role.

Politically restricted employees are prohibited from:

- standing for office as local councillors, MPs, MEPs, Members of the Welsh Assembly or Members of the Scottish Parliament,
- canvassing on behalf of a political party or a person who is, or seeks to be, a candidate, and
- speaking to the public at large or publishing any written or artistic work that could give the impression of advocating support for a political party.

### **Accountabilities – Corporate Director of Resources**

To provide direction, leadership and guidance to staff in the finance and legal functions and ensure the continuous improvement and full adherence to legal best practice standards and financial management best practice standards by cost centre managers across the council.

To ensure the provision of a high quality legal service that is compliant with national local government best practice standards such as Lexcel and which safeguards and stewards the council's and residents' interests and ensures compliance with the law and best practice, controlling the access to and use of external legal advice and expenditure on legal advice across the council.

To ensure the provision of a high quality, cost effective, finance service that secures the best approach to resource stewardship for the council's budget, finances and services and that the council complies with the requirements of the CIPFA Financial Management Code 2020.

To ensure that overall management attention, effort and controls are commensurate to risk and opportunity across the council's functions and ensure that Croydon residents' interests are legally safeguarded and the council operates within its legal powers and duties at all times.

To be the responsible and accountable officer for the development of financial and legal policy and strategies and the provision of professional advice on all matters relating to finance; advising the Leader and Cabinet, the Scrutiny and Overview Committee, the General Purposes & Audit Committee, Pension Board, Pension Committee, all Members, the chief executive, the corporate management team and others to enable the discharge of functions in an effective and efficient way, and to display the highest standards of ethical governance.

To lead the delivery of the financial recovery plan and the medium term financial strategy 2021-2024 as part of the Croydon Renewal Improvement Plan.

To lead the council's budget setting process, taking responsibility for designing and implementing a suitable process for engaging members and other stakeholders in budget decisions and arriving at an annual balanced budget.

To lead on the necessary medium and long term financial planning for the council, ensuring effective financial monitoring and reporting to members and the corporate management and directorate management teams, taking responsibility for reporting on financial performance and highlighting issues and the actions required to deal with them.

To have responsibility for timely and accurate production of annual accounts and liaison with external auditor.

To take responsibility for monitoring and overseeing the overall affordability of the council's activities and the risks inherent in them, and ensuring that the council operates within its affordability envelope.

To be responsible for meeting the needs of the organisation in terms of the quality and sufficiency of financial support services provided by the directorate, measuring and monitoring user satisfaction with services and benchmarking against similar organisations.

To ensure that the requirements of legislation and relevant statutory obligations and guidance affecting financial and legal services are identified and implemented, including appropriate staff training for staff both in the directorate finance and legal service and all cost centre managers across the council.

To ensure the provision of a high quality finance business partner service to all directorates and cost centre managers to support their compliance with the financial reporting standards and management system requirements of the council.

To ensure the council's treasury management strategy and management operations are in accordance with the approved policy and control procedures, and to ensure compliance with the CIPFA Code of Practice for Treasury Management in Local Authorities and the Prudential Code for Capital Finance in Local Authorities.

To ensure the provision of expert advice on investments and management of the fund to the Pensions Board and Pensions Committee and ensure the delivery of an effective Croydon Council Pension Fund service. To be responsible for the pension fund investments, ensuring that the pension service meets the needs of pensioners and existing and deferred members.

To manage the insurance and risk function, promoting risk management framework, regular reporting to members and senior management on the risk register to ensure council assets are protected.

To ensure a coherent plan for the systemic and individual management of risk is in place and regularly maintained. Ensure that the risk management framework is adhered to and regular reporting to member bodies, the corporate management team, and directorate management teams takes place.

To ensure that effective specialist anti-fraud advice and investigation skills are available to tackle irregularities that are raised both within and outside the council in a manner that adheres to legislative frameworks and that an anti-fraud awareness culture is promoted within the council to safeguard the interest of Croydon residents.

To ensure the delivery of an effective internal audit and anti-fraud function (possibly provided by the SWL Partnership) providing reports to the General Purposes and Audit Committee, corporate management team and directorate management teams, closely liaising with the external auditor to the council

and supporting the receipt of the Annual Audit letter drawing it effectively to members' attention for response and action.

To ensure the council has effective arrangements for its internal financial controls and governance and that it complies with the statutory requirements relating to the Companies Act 2006, the Finance Act 1998 and the Employer's (Compulsory Insurance) Act (E(CI)A) 1969.

To advise upon the capital investment strategy for the council and once agreed, ensure a fully costed capital programme is in place and is delivered that supports the corporate priorities of the council with due regard to risk and health and safety.

To actively monitor and challenge the financial implications in all projects and programmes operating within the council advising members and the corporate management team as appropriate.

To provide strategic leadership to and have accountability for managing the council's portfolio of external investments and shareholdings including the Revolving Investment Fund, the Asset Investment Fund, and act as corporate client to Brick by Brick Ltd, Croydon Affordable Housing, and the London Borough of Croydon Holdings Limited.

Following the commissioning and procurement review, it is likely that a procurement service and commissioning services will be based in this directorate.

To ensure adherence to Croydon Council's Health and Safety Policy and all other relevant national legislation including the Health and Safety at Work Act 1974, the Management of Health and Safety at Work regulations 1999 and promote a culture supportive of effective health and safety good practice.

To ensure the development and delivery of an asset management strategy and disposals strategy for council owned properties (non HRA) and the provision of cost-effective, safe and efficient facilities management and support services for council staff and buildings.

To be the head of profession for finance management across the council, drawing together managers with budget responsibility into one professional community, ensuring high standards of budget management, forecasting, commitment accounting and compliance with management reporting requirements across the council and that the reports and advice to members are reliable, valid, up to date and accurate.

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

Tasks and accountabilities are intended to be a guide to the range and level of work expected of the post holder. This is not an exhaustive list of all tasks

that may fall to the post holder and employees will be expected to carry out such other reasonable duties which may be required from time to time.

### **Strategy**

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

To actively seek out and learn from external good practice and bring those new ideas and ways of working into service development and delivery.

To ensure the council listens to and engages residents in the development of ideas, strategies and policies and that co-design and co-production approaches are implemented throughout the directorate.

To contribute fully to the development and implementation of all corporate strategies, the Croydon Renewal Improvement Plan and the council’s priorities and ways of working and to act as a project or programme senior responsible owner to lead and ensure the implementation of specific corporate projects as required.

To actively promote the council’s priorities and ways of working and the council’s leadership framework and values to ensure they are delivered throughout the organisation.

### **Service quality**

To fulfil the best value duty requirements as established by the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which the directorate’s functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

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

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

To maintain an up to date knowledge of relevant legislation as applicable to the directorate and to the overall council.

To build effective partnerships to harness public, private, voluntary sector and community resources that can help deliver the Croydon Renewal Improvement Plan and the council’s priorities and ways of working.

To be the council’s (officer level) lead representative in a number of partnerships.

To work collaboratively with the trade unions to improve services and solve problems in a coherent and integrated manner.

### **Performance**

To lead and direct the services within the directorate in order to ensure that they deliver effective and efficient services, that they set and achieve high standards of performance, that they provide best value and that the overall budgets are managed and controlled within the funding envelope agreed.

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

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

To ensure the effective management of data and security of information received and used within the directorate, to comply with the relevant legislation such as GDPR and the Freedom of Information Act, recognising that the council wishes to operate in the most open and transparent way.

### **Resource management**

To lead and direct an effective directorate management team.

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

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

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

### **Leadership and Culture**

To lead within the directorate and across the council, the change that is needed in order to ensure that adult social care services play their full part in achieving the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To act at all times in ways that create a fully inclusive workplace and operating culture, proactively seeking ways to ensure staff feel valued and that they all belong.

To seek ways to harness and fully develop the potential of staff working in the directorate and develop their talent.

To demonstrate through personal behaviour, active listening to staff and residents in ways that will help rebuild the relationship with the residents of Croydon and seeking out the resident voice to guide and advise the council in its' actions and decision making.

To model the behaviours required of all staff in terms of equality, ethical behaviour, empathy, effective governance, effective internal control, transparency, and openness.

## Leadership Framework

The council's leadership framework follows the principles of a competency framework and all staff are expected to demonstrate these.

**Developing Oneself** – You demonstrate the values every day, you are passionate about the services you lead and deliver the vision and outcomes of Croydon Council. You are inspirational and engage others through personal leadership making the vision understandable to everyone.

**Inspiring and Developing People** – You identify talent and develop their capability to ensure a committed and motivated workforce, you create a culture based on the corporate values and ensure staff and stakeholders deliver a desired outcome.

**Collaborating and Influencing for Results** – You are challenging and innovative in your approach to driving high standards and value for money, you trust and respect staff and partners and empower them to be courageous to try new approaches.

**Enabling and Facilitating the Community** – You create effective collaboration between stakeholders, establish relationships and understand others perspectives. You are open and honest with others. You build a shared sense of purpose across Croydon, ensuring delivery and a collective use of resources

## Corporate Values

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

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



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

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

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

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

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

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

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

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

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





## CROYDON COUNCIL - Job Description

<b>Job title:</b> Corporate Director of Sustainable Communities, Regeneration & Economic Recovery	<b>Service Area:</b> Sustainable Communities, Regeneration & Economic Recovery	
<b>Directorate:</b> Sustainable Communities, Regeneration & Economic Recovery	<b>Post Number</b> From Oracle	<b>Evaluation Number:</b> From JE system
<b>Grade:</b> 5	<b>Date issued:</b> June 2021 FINAL	

### Croydon Council's priorities

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

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

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

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

### Croydon Council's new ways of working

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

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

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

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

### **Overall purpose of role**

As a member of the council's corporate management team, the **Corporate Director of Sustainable Communities, Regeneration & Economic Recovery** will work collaboratively with other corporate directors and the chief executive to deliver the Croydon Renewal Improvement Plan, the council's priorities and ways of working and a financially sustainable budget by March 2024.

The **Corporate Director of Sustainable Communities, Regeneration & Economic Recovery** will directly lead and manage a portfolio of sustainable communities, regeneration and economic recovery services and promote the corporate competencies and values through day-to-day leadership and managerial behaviour.

The **Corporate Director of Sustainable Communities, Regeneration & Economic Recovery** will provide high quality professional advice to the Leader and Cabinet, the Scrutiny and Overview Committee and any other external bodies on all matters related to the public realm functions of the council.

**Reports to:** chief executive

**Responsible for:** statutory and spatial planning, development management, building control, strategic transport, waste and recycling, street cleansing, parks and green open spaces, sustainability policies, highways, parking services, street lighting, independent travel, leisure, libraries, Croydon Museum, music and arts, violence reduction network, community safety, enforcement, regulatory services, licencing, private sector housing, employment, skills, economic development, growth, regeneration. Following the commissioning and procurement review, it is likely that a commissioning service will be based in this directorate.

### **Job context:**

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

#### **1.1 Selflessness**

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

#### **1.2 Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not

act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

### **1.3 Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

### **1.4 Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

### **1.5 Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

### **1.6 Honesty**

Holders of public office should be truthful.

### **1.7 Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

The post holder has line management responsibility for 3 direct reports, overall responsibility for all staff in the directorate and is accountable and responsible for all public realm services delivered.

The post holder is accountable for the sustainable communities, regeneration and economic recovery £ XXm budget and will deliver services and the associated savings programme and transformation projects within that budget envelope.

The post holder will ensure the financial probity and competence of financial management across the directorate and that effective arrangements are in place to meet legislative and statutory requirements in relation to financial management and internal control.

The post holder is jointly accountable with the corporate management team for the delivery of the council's equality strategy 2021-2024 and action plan and will personally lead elements of it and champion it overall.

The post holder will ensure the corporate parenting responsibilities for the council's looked after children and care leavers are fulfilled in accordance with the Children and Social Work Act 2017.

The post holder will enable staff in the directorate to lead cross-council projects on issues as defined by Cabinet. A limited number of reviews per year will tackle complex priority issues and also enable new skills and experiences to be developed by staff to aid their future career development.

The post holder will participate in the council's emergency arrangements as an on-call member and will fully participate in gold and silver arrangements as required, which may require chairing the formal council meetings.

The postholder is required to deputise for the chief executive in the role of London local authority gold at a borough level as required.

The post holder will ensure that all relevant health & safety legislation and the council's health & safety requirements are reasonably complied with.

The post holder will be required to operate within the delegations from the chief executive and head of paid service and as detailed in the council's scheme of delegation of the council's constitution.

The post holder will be required to work some evenings, weekends and occasional public holidays in order to meet service requirements and to ensure appropriate representation of the council with residents, the Leader and Cabinet and all elected Members and external bodies.

This is a politically restricted post under the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990. The individual holding this post cannot have any active political role.

Politically restricted employees are prohibited from:

- standing for office as local councillors, MPs, MEPs, Members of the Welsh Assembly or Members of the Scottish Parliament,
- canvassing on behalf of a political party or a person who is, or seeks to be, a candidate, and
- speaking to the public at large or publishing any written or artistic work that could give the impression of advocating support for a political party.

### **Accountabilities – Corporate Director of Sustainable Communities, Regeneration & Economic Recovery**

To lead and manage the directorate, ensuring the provision of high quality services that enable the borough to live sustainably and support the economic growth needed to enable Croydon to deal with the economic aftermath of the pandemic.

To be responsible for the delivery of and the performance of statutorily defined local authority functions relating to sustainable communities,

regeneration and economic recovery and ensuring that effective systems are in place for discharging these functions working with the voluntary sector and other providers as appropriate.

To be the responsible and accountable officer for the development of sustainable communities, planning and sustainable regeneration policy and strategies including action on climate change and the provision of professional advice on all matters relating to these services; advising the Leader and Cabinet, the Scrutiny and Overview Committee, all Members, the chief executive, the corporate management team and others to enable the discharge of functions in an effective and efficient way, and to display the highest standards of ethical governance.

To ensure that the requirements of legislation and relevant statutory obligations and guidance affecting sustainable communities, regeneration and economic recovery services are identified and implemented.

To ensure the creation and maintenance of a robust planning policy framework, promote high quality sustainable design and architecture within the built environment; and ensure a high quality and effective development management service and the delivery of suitable and effective planning enforcement and building control functions.

To ensure the community infrastructure levy and s106 powers are used to best effect to balance the impact of growth on the borough.

To ensure the development and delivery of the council's post-16 vocational skills and adult skills commissioning and delivery via CALAT to drive the best outcomes for Croydon residents in the light of the impact of the pandemic on the economy and jobs.

To oversee the delivery of a parks and open spaces service that maximises the sustainable use of the borough's parks, open spaces and special environmental resources and also safeguards and protects them for future generations.

To ensure Croydon has effective sustainable transportation infrastructure through the maintenance and improvement of the roads and pavements within the borough, ensuring that the highway is safe and suitable for use, manage the borough's rights of way and work in partnership with Transport for London and the Department for Transport and others to deliver a capital programme and highways related policy issues.

To ensure the development and implementation of parking policy.

To ensure the development of the cultural and arts offer in the borough in preparation for the Borough of Culture in 2023.

To oversee the delivery of the leisure, museum and library services and advise members on effective future models of provision, maximising their potential to support sustainable living and accessing skills and employment.

To ensure the provision of a fit for purpose street lighting network.

To ensure the delivery of a high quality and cost effective waste, recycling and street cleaning service, including residential and commercial waste, recycling collections as well as street cleaning.

To ensure the delivery of an enforcement service that reduces crime and/or the perception of crime.

To ensure the effective use of the council's regulatory and licensing powers to ensure that the borough is safe, including trading standards, licensing, environmental health and enforcement.

To oversee the violence reduction service to ensure that outcomes are delivered.

To ensure the development and maintenance of effective formal and statutory partnerships in the Safer Croydon Partnership to ensure that partners work together in trust and to jointly agreed objectives and action.

To ensure effective formal relationships with key stakeholders such as the Youth Justice Board and Safeguarding Boards are built and maintained to ensure they are aware of and deliver their responsibilities with regard to community safety.

To ensure the production of the Croydon Community Safety Strategy and the Croydon Community Safety Partnership's Strategic Needs Assessment for the Safer Croydon Partnership

Following the commissioning and procurement review, it is likely that a commissioning service will be based in this directorate.

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

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

### **Strategy**

To take a "one Council" approach to deliver more effective outcomes and at all times avoid a silo-ed, single directorate or service area approach.

To actively seek out and learn from external good practice and bring those new ideas and ways of working into service development and delivery.

To ensure the council listens to and engages residents in the development of ideas, strategies and policies and that co-design and co-production approaches are implemented throughout the directorate.

To contribute fully to the development and implementation of all corporate strategies, the Croydon Renewal Improvement Plan and the council's priorities and ways of working and to act as a project or programme senior responsible owner to lead and ensure the implementation of specific corporate projects as required.

To actively promote the council's priorities and ways of working and the council's leadership framework and values to ensure they are delivered throughout the organisation.

### **Service quality**

To fulfil the best value duty requirements as established by the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which the directorate's functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

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

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

To maintain an up to date knowledge of relevant legislation as applicable to the directorate and to the overall council.

To build effective partnerships to harness public, private, voluntary sector and community resources that can help deliver the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To be the council's (officer level) lead representative in a number of partnerships.

To work collaboratively with the trade unions to improve services and solve problems in a coherent and integrated manner.

### **Performance**

To lead and direct the services within the directorate in order to ensure that they deliver effective and efficient services, that they set and achieve high standards of performance, that they provide best value and that the overall budgets are managed and controlled within the funding envelope agreed.

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

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

To ensure the effective management of data and security of information received and used within the directorate, to comply with the relevant legislation such as GDPR and the Freedom of Information Act, recognising that the council wishes to operate in the most open and transparent way.

### **Resource management**

To lead and direct an effective directorate management team.

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

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

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

### **Leadership and Culture**

To lead within the directorate and across the council, the change that is needed in order to ensure that adult social care services play their full part in achieving the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To act at all times in ways that create a fully inclusive workplace and operating culture, proactively seeking ways to ensure staff feel valued and that they all belong.

To seek ways to harness and fully develop the potential of staff working in the directorate and develop their talent.

To demonstrate through personal behaviour, active listening to staff and residents in ways that will help rebuild the relationship with the residents of Croydon and seeking out the resident voice to guide and advise the council in its' actions and decision making.

To model the behaviours required of all staff in terms of equality, ethical behaviour, empathy, effective governance, effective internal control, transparency, and openness.



## Leadership Framework

The council's leadership framework follows the principles of a competency framework and all staff are expected to demonstrate these.

**Developing Oneself** – You demonstrate the values every day, you are passionate about the services you lead and deliver the vision and outcomes of Croydon Council. You are inspirational and engage others through personal leadership making the vision understandable to everyone.

**Inspiring and Developing People** – You identify talent and develop their capability to ensure a committed and motivated workforce, you create a culture based on the corporate values and ensure staff and stakeholders deliver a desired outcome.

**Collaborating and Influencing for Results** – You are challenging and innovative in your approach to driving high standards and value for money, you trust and respect staff and partners and empower them to be courageous to try new approaches.

**Enabling and Facilitating the Community** – You create effective collaboration between stakeholders, establish relationships and understand others perspectives. You are open and honest with others. You build a shared sense of purpose across Croydon, ensuring delivery and a collective use of resources

### Corporate Values

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

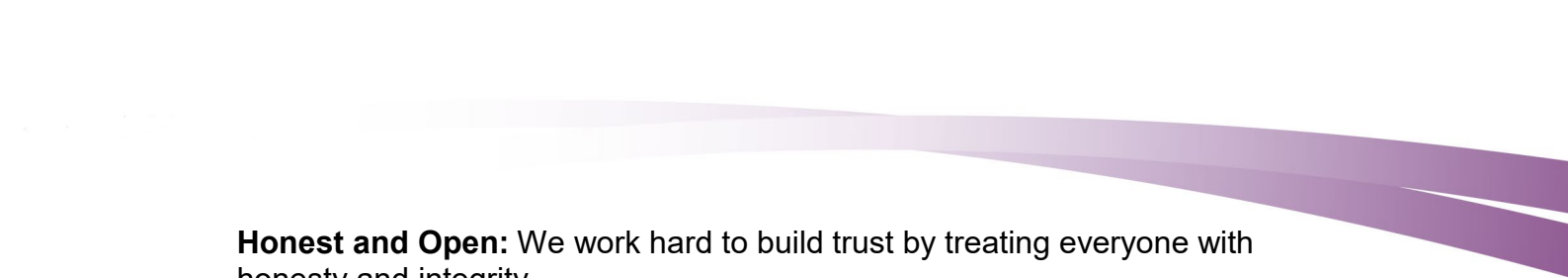


**One Team:** To cross boundaries to work together towards shared goals with colleagues, partners and communities

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

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

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



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

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

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

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

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

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

## CROYDON COUNCIL - Job Description

<b>Job title:</b> Chief Digital Officer and Director of Resident Access (Chief Information Officer & SIRO)	<b>Service Area:</b> Digital and Resident Access	
<b>Directorate:</b> Assistant Chief Executive	<b>Post Number</b> From Oracle	<b>Evaluation Number:</b> From JE system
<b>Grade:</b> 3	<b>Date issued:</b> June 2021 FINAL	

### **Croydon Council's priorities**

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

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

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

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

### **Croydon Council's new ways of working**

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

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

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

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

## Overall purpose of role

As a member of the council's senior management, the **Chief Digital Officer & Director of Resident Access** will work collaboratively with other directors in the assistant chief executive's directorate, with corporate directors and directors in other directorates, and with the chief executive to deliver the Croydon Renewal Improvement Plan, the council's priorities and ways of working and a financially sustainable budget by March 2024.

The **Chief Digital Officer & Director of Resident Access** will be the head of profession for access to information & transparency and will directly lead and manage a portfolio of digital and access services and promote the council's corporate competencies and values through day-to-day managerial behaviours.

The **Chief Digital Officer & Director of Resident Access** will provide high quality professional strategic advice to the assistant chief executive, the chief executive, Leader and Cabinet, the Scrutiny and Overview Committee, and any other external bodies on all digital and resident access matters related to the functions of the council.

**Reports to:** assistant chief executive

**Responsible for:** head of profession for access to information & transparency, all resident access through the access croydon and the contact centre, all digital and ICT services, ICT strategies, the design, adoption and delivery of digital services to enhance the resident experience of the Council website, building support for new approaches to service delivery and user engagement, exploiting the full potential of the council's data to deliver cost savings and efficiencies and a better experience for residents, digital inclusion, all information management functions, the council's complaints, FOI and SAR processes and the registrars and bereavement service.

### **Job context:**

The post holder as Chief Information Officer ensures the Council fulfills its requirements under the Data Protection Act 2018 and the EU general data provision ( GDPR).

The post holder as the Senior Information Risk Owner takes ownership of the Council's information risk policy, acts as an advocate for information risk and provides written advice to the internal audit service on the content of the annual governance statement in regard to information risk

The post will maintain all formal relationships with the Information Commissioner and Local Government Ombudsman.

This post holder is an office holder under the Safeguarding Vulnerable Groups Act 2006 and will be engaged in regulated activity by virtue of undertaking the role and will come within the scope of the Disclosure and Barring Service.

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

**1.1 Selflessness**

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

**1.2 Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

**1.3 Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

**1.4 Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

**1.5 Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

**1.6 Honesty**

Holders of public office should be truthful.

**1.7 Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

The post holder has line management responsibility for 4 direct reports and responsibility for all staff in the division and is accountable and responsible for those services delivered.

The post holder is accountable for the division's £ XXm budget and will deliver services and the associated savings programme and transformation projects within that budget envelope.

The post holder will ensure the financial probity and competence of financial management across the division and that effective arrangements are in place to meet legislative and statutory requirements in relation to financial management and internal control.

The post holder is jointly accountable with the corporate management team and all senior management for the delivery of the council's equality strategy 2021-2024 and action plan and will personally lead elements of it and champion it overall.

The post holder will ensure the corporate parenting responsibilities for the council's looked after children and care leavers are fulfilled in accordance with the Children and Social Work Act 2017.

The post holder will enable staff in the division to lead cross-council projects on issues as defined by Cabinet. A limited number of reviews per year will tackle complex priority issues and also enable new skills and experiences to be developed by staff to aid their future career development.

The post holder will participate in the council's emergency arrangements as an on-call member and will fully participate in gold and silver arrangements as required, which may require chairing the formal council meetings.

The post holder will ensure that all relevant health & safety legislation and the council's health & safety requirements are reasonably complied with.

The post holder will be required to operate within any relevant delegations as detailed in the council's scheme of delegation of the council's constitution.

The post holder will be required to work some evenings, weekends and occasional public holidays in order to meet service requirements and to ensure appropriate representation of the council with residents, the Leader and Cabinet and all elected Members and external bodies.

This is a politically restricted post under the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990. The individual holding this post cannot have any active political role.

Politically restricted employees are prohibited from:

- standing for office as local councillors, MPs, MEPs, Members of the Welsh Assembly or Members of the Scottish Parliament,
- canvassing on behalf of a political party or a person who is, or seeks to be, a candidate, and
- speaking to the public at large or publishing any written or artistic work that could give the impression of advocating support for a political party.

## **Accountabilities – Chief Digital Officer and Director of Resident Access**

To manage the division, ensuring that the development and transformation of services to meet the new budget envelope in the medium term financial strategy 2021-2024 is delivered.

To provide leadership and professional advice on the digital strategy, design and the management of the council's digital investment programme.

To build support for the take-up of innovative, technology and data led approaches to service delivery transformation and user engagement.

To manage the digital services and ICT teams and all ICT infrastructure across the council and ensure effective commissioning and delivery of Croydon's ICT service in line with its ICT strategy and that all council wide spend on ICT and digital activity is overseen and controlled and that risks to its resilience are tackled and mitigated and cyber-security is upheld.

To be the head of the access to information profession and lead for access to information and transparency across the council, drawing together colleagues involved in information management into one professional community, ensuring standards of managing information and data retention policies are in line with the Data Protection Act 2018, GDPR and other requirements are met and advice to members of the public and elected members is consistent whilst seeking to open up the council and make its operations more transparent and accountable.

The post holder will ensure information management standards are upheld across the council with effective record keeping and archiving in line with the Council's data management policies.

To ensure appropriate information and advice for residents who need access to services is available in an accessible way on line and by telephone and moving in a supported fashion from open face to face services to appointment only as necessary.

To lead the council's corporate complaints function ensuring appropriate responses are sent on time and that data on complaints, response times and subject matter is reported as part of the management information system of the council to corporate and directorate management teams and members to improve services and learn from resident feedback.

To lead the freedom of information and subject matter request function, ensuring timelines for responses are met and that the council seeks to publish more of its own information on line thus reducing the need for residents and others to seek requests of this nature in line with the council's priorities and ways of working.

To ensure the functions of the chief information officer and senior information risk owner are fully met, that the council is compliant with the Data Protection

Act 2018, GDPR and any other information management legislation, that it's data retention policies are up to date and complied with and that a close relationship is maintained with the corporate director for adult social services & health and the corporate director for children, young people and education as the Calidcott Guardians and the Director of Legal Services for the data protection officer function.

To maintain an effective relationship with the Information Commissioner and the Local Government Ombudsman, ensuring their queries are responded to, their reports are published, responses made in a timely fashion, all statutory requirements are complied with and that learning is taken from this.

To oversee the development of and implementation of a new resident access strategy to include Access Croydon and Croydon's Contact Centre.

To provide an effective registrar, bereavement and mortuary service.

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

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

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

### **Strategy**

To take a "one Council" approach to deliver more effective outcomes and at all times avoid a silo-ed, single directorate or service area approach.

To actively seek out and learn from external good practice and bring those new ideas and ways of working into service development and delivery.

To ensure the council listens to and engages residents in the development of ideas, strategies and policies and that co-design and co-production approaches are implemented throughout the directorate.

To contribute fully to the development and implementation of all corporate strategies, the Croydon Renewal Improvement Plan and the council's priorities and ways of working and to act as a project or programme senior responsible owner to lead and ensure the implementation of specific corporate projects as required.

To actively promote the council's priorities and ways of working and the council's leadership framework and values to ensure they are delivered throughout the organisation.

### **Service quality**



To fulfil the best value duty requirements as established by the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which the directorate's functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

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

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

To maintain an up to date knowledge of relevant legislation as applicable to the directorate and to the overall council.

To build effective partnerships to harness public, private, voluntary sector and community resources that can help deliver the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To be the council's (officer level) lead representative in a number of partnerships.

To work collaboratively with the trade unions to improve services and solve problems in a coherent and integrated manner.

### **Performance**

To lead and direct the services within the directorate in order to ensure that they deliver effective and efficient services, that they set and achieve high standards of performance, that they provide best value and that the overall budgets are managed and controlled within the funding envelope agreed.

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

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

To ensure the effective management of data and security of information received and used within the directorate, to comply with the relevant legislation such as GDPR and the Freedom of Information Act, recognising that the council wishes to operate in the most open and transparent way.

### **Resource management**

To lead and direct an effective directorate management team.

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

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

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

### **Leadership and Culture**

To lead within the directorate and across the council, the change that is needed in order to ensure that adult social care services play their full part in achieving the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To act at all times in ways that create a fully inclusive workplace and operating culture, proactively seeking ways to ensure staff feel valued and that they all belong.

To seek ways to harness and fully develop the potential of staff working in the directorate and develop their talent.

To demonstrate through personal behaviour, active listening to staff and residents in ways that will help rebuild the relationship with the residents of Croydon and seeking out the resident voice to guide and advise the council in its' actions and decision making.

To model the behaviours required of all staff in terms of equality, ethical behaviour, empathy, effective governance, effective internal control, transparency, and openness.

### **Leadership Framework**

The council's leadership framework follows the principles of a competency framework and all staff are expected to demonstrate these.

**Developing Oneself** – You demonstrate the values every day, you are passionate about the services you lead and deliver the vision and outcomes of Croydon Council. You are inspirational and engage others through personal leadership making the vision understandable to everyone.

**Inspiring and Developing People** – You identify talent and develop their capability to ensure a committed and motivated workforce, you create a culture based on the corporate values and ensure staff and stakeholders deliver a desired outcome.

**Collaborating and Influencing for Results** – You are challenging and innovative in your approach to driving high standards and value for money,

you trust and respect staff and partners and empower them to be courageous to try new approaches.

**Enabling and Facilitating the Community** – You create effective collaboration between stakeholders, establish relationships and understand others perspectives. You are open and honest with others. You build a shared sense of purpose across Croydon, ensuring delivery and a collective use of resources

### Corporate Values

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



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

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

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

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

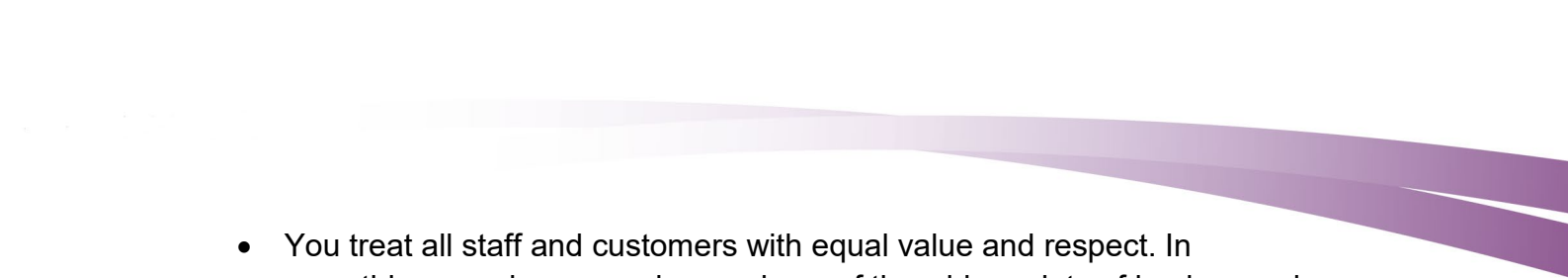
**Honest and Open:** We work hard to build trust by treating everyone with honesty and integrity

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

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

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

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

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

## CROYDON COUNCIL - Job Description

<b>Job title:</b> Director of Adult Social Care Operations (deputy DASS)	<b>Service Area:</b> Adult Social Care Operations	
<b>Directorate:</b> Adult Social Care & Health	<b>Post Number</b> From Oracle	<b>Evaluation Number:</b> From JE system
<b>Grade:</b> 3	<b>Date issued:</b> June 2021 FINAL version	

### **Croydon Council's priorities**

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

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

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

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

### **Croydon Council's new ways of working**

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

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

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

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

## Overall purpose of role

As a member of the council's senior management, the **Director of Adult Social Care Operations** will work collaboratively with other directors in the Adult Social Care & Health Directorate, with corporate directors and directors in other directorates, and with the chief executive to deliver the Croydon Renewal Improvement Plan, the council's priorities and ways of working and a financially sustainable budget by March 2024.

The **Director of Adult Social Care Operations** will directly manage a portfolio of adult social care operational services and work to deliver integrated personalised health and social care services as part of delivering the council's commitments to One Croydon Alliance, and promote the corporate competencies and values through day-to-day managerial behaviours.

The **Director of Adult Social Care** will provide high quality professional advice to the corporate director of adult social care & health, the chief executive, Leader and Cabinet, the Scrutiny and Overview Committee, the Health and Well-Being Board and any other external bodies on all matters related to the adult social care operational functions of the council.

**Reports to:** corporate director for adult social care & health

**Responsible for:** the delivery of all frontline adult social care operations including, provider services, life services, safeguarding and quality assurance, adult mental health and substance misuse, locality services, community equipment services, 25-65 disability services, the transition of post 18 services for young people with disabilities and supporting the improvement programme for adult social care services helping to deliver the aims of the medium term financial strategy 2021-2024 in reducing the cost of adult social care services.

### **Job context:**

The post holder holds the deputy role of DASS to the corporate director of adult social care & health which holds the statutory post of Director of Adult Social Services (DASS) in accordance with the Local Authority Social Services Act 1970 Section 7 and the May 2006 Guidance on the Statutory Chief Officer Post of the Director of Adult Social Services from the Department of Health.

This post holder is an office holder under the Safeguarding Vulnerable Groups Act 2006 and will be engaged in regulated activity by virtue of undertaking the role and will come within the scope of the Disclosure and Barring Service.

This post holder has responsibility for the local authority functions related to the safeguarding of vulnerable adults.

The postholder will ensure that all vulnerable adults will have their social care needs met in line with the requirements of the Care Act 2014, Mental Health Act 1983, the Mental Capacity Act 2005 and any other relevant legislation.

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

**1.1 Selflessness**

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

**1.2 Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

**1.3 Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

**1.4 Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

**1.5 Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

**1.6 Honesty**

Holders of public office should be truthful.

**1.7 Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

The post holder has line management responsibility for 7 direct reports, responsibility for all staff in the adult social care operations division and is accountable and responsible for the operational adult social care services delivered.

The post holder is accountable for the adult social care operations **£ XXm** budget and will deliver services and the associated savings programme and transformation projects within that budget envelope.

The post holder will ensure the financial probity and competence of financial management across the adult social care operations division and that effective arrangements are in place to meet legislative and statutory requirements in relation to financial management and internal control.

The post holder is jointly accountable with the corporate management team and all senior management for the delivery of the council's equality strategy 2021-2024 and action plan and will personally lead elements of it and champion it overall.

The post holder will ensure the corporate parenting responsibilities for the council's looked after children and care leavers are fulfilled in accordance with the Children and Social Work Act 2017.

The post holder will enable staff in the division to lead cross-council projects on issues as defined by Cabinet. A limited number of reviews per year will tackle complex priority issues and also enable new skills and experiences to be developed by staff to aid their future career development.

The post holder will participate in the council's emergency arrangements as an on-call member and will fully participate in gold and silver arrangements as required, which may require chairing the formal council meetings.

The post holder will ensure that all relevant health & safety legislation and the council's health & safety requirements are reasonably complied with.

The post holder will be required to operate within any relevant delegations as detailed in the council's scheme of delegation of the council's constitution.

The post holder will be required to work some evenings, weekends and occasional public holidays in order to meet service requirements and to ensure appropriate representation of the council with residents, the Leader and Cabinet and all elected Members and external bodies.

This is a politically restricted post under the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990. The individual holding this post cannot have any active political role.

Politically restricted employees are prohibited from:

- standing for office as local councillors, MPs, MEPs, Members of the Welsh Assembly or Members of the Scottish Parliament,
- canvassing on behalf of a political party or a person who is, or seeks to be, a candidate, and
- speaking to the public at large or publishing any written or artistic work that could give the impression of advocating support for a political party.



## **Accountabilities – Director of Adult Social Care Operations**

To manage the division, ensuring the provision of high quality, personalised adult social care operational services that are responsive to the diverse needs of all community members and that enable adults with social care needs to have access to personalised, flexible, integrated care and support that maximises self-directed models, promotes independence, quality of life, dignity and choice whilst safeguarding individuals at risk of harm.

To support the corporate director to ensure that adult safeguarding is a council priority, ensuring that the division's safeguarding procedures and policies operate effectively and through effective performance monitoring and management within the division and through communication and engagement across the council and within multi agency arrangements and that there are clearly communicated and effective safeguarding arrangements to protect adults and carers from harm.

To improve and quality assure professional standards including safeguarding processes and practice, deprivation of liberty safeguards and mental capacity.

To be responsible for safeguarding adults at risk together with the provision of complex social work interventions across all service user groups.

To create an operational environment in which the Principle Social worker can operate effectively challenging service quality and practice and seeking continuous improvement so that the professional capabilities framework can be met across the division.

To lead the development of operational social care services and social work practice to support continuous improvement and ensure that adults are at the centre of both planning and delivery of integrated provision.

To support the Croydon Adult Support Team (the ASC front door) to provide early intervention and prevention services that provide timely support particularly for those in need of support and social care.

To be responsible for ensuring that the work of the service complies with all relevant legislation and statutory guidance including, but not limited to the Care Act 2014, the Mental Health Act 1983 (as amended in 2007), the Mental Capacity Act 2005 and the transformation agendas for health and social care.

To work with the One Croydon Alliance and other NHS providers to enable the integration of community health services and adult social care operational services on a geographic localities model to deliver better outcomes and value for money.

To ensure the provision of high quality adult mental health social care services and assure professional standards are fully maintained in processes

and practice relating to deprivation of liberty safeguards and mental capacity assessments.

The post holder will work closely with the Director of Children's Social Care to deliver a seamless transition to adult social care services for disabled young people from the age of 18.

To ensure that the requirements of legislation and relevant statutory obligations and guidance affecting adult social care are identified and implemented, including appropriate staff training.

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

Ensure equalities is embedded into all aspects of professional and managerial roles in the division and the services delivered and at all times carry out the duties of this post with due regard to the council's policy.

To contribute to the implementation of strategic changes driven by national Government, the Council and /or key partners to enable responsive, effective and efficient adult social care operational services.

To work with a range of partners at a strategic level contributing to the effectiveness of the Health and Wellbeing Board, the Local Safeguarding Adults Board and any other relevant bodies.

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

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

### **Strategy**

To take a "one Council" approach to deliver more effective outcomes and at all times avoid a silo-ed, single directorate or service area approach.

To actively seek out and learn from external good practice and bring those new ideas and ways of working into service development and delivery.

To ensure the council listens to and engages residents in the development of ideas, strategies and policies and that co-design and co-production approaches are implemented throughout the directorate.

To contribute fully to the development and implementation of all corporate strategies, the Croydon Renewal Improvement Plan and the council's priorities and ways of working and to act as a project or programme senior responsible owner to lead and ensure the implementation of specific corporate projects as required.

To actively promote the council's priorities and ways of working and the council's leadership framework and values to ensure they are delivered throughout the organisation.

### **Service quality**

To fulfil the best value duty requirements as established by the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which the directorate's functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

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

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

To maintain an up to date knowledge of relevant legislation as applicable to the directorate and to the overall council.

To build effective partnerships to harness public, private, voluntary sector and community resources that can help deliver the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To be the council's (officer level) lead representative in a number of partnerships.

To work collaboratively with the trade unions to improve services and solve problems in a coherent and integrated manner.

### **Performance**

To lead and direct the services within the directorate in order to ensure that they deliver effective and efficient services, that they set and achieve high standards of performance, that they provide best value and that the overall budgets are managed and controlled within the funding envelope agreed.

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

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

To ensure the effective management of data and security of information received and used within the directorate, to comply with the relevant legislation such as GDPR and the Freedom of Information Act, recognising that the council wishes to operate in the most open and transparent way.

### **Resource management**

To lead and direct an effective divisional management team.

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

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

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

### **Leadership and Culture**

To lead within the directorate and across the council, the change that is needed in order to ensure that adult social care services play their full part in achieving the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To act at all times in ways that create a fully inclusive workplace and operating culture, proactively seeking ways to ensure staff feel valued and that they all belong.

To seek ways to harness and fully develop the potential of staff working in the directorate and develop their talent.

To demonstrate through personal behaviour, active listening to staff and residents in ways that will help rebuild the relationship with the residents of Croydon and seeking out the resident voice to guide and advise the council in its' actions and decision making.

To model the behaviours required of all staff in terms of equality, ethical behaviour, empathy, effective governance, effective internal control, transparency, and openness.

### **Leadership Framework**

The council's leadership framework follows the principles of a competency framework and all staff are expected to demonstrate these.

**Developing Oneself** – You demonstrate the values every day, you are passionate about the services you lead and deliver the vision and outcomes of Croydon Council. You are inspirational and engage others through personal leadership making the vision understandable to everyone.

**Inspiring and Developing People** – You identify talent and develop their capability to ensure a committed and motivated workforce, you create a culture based on the corporate values and ensure staff and stakeholders deliver a desired outcome.

**Collaborating and Influencing for Results** – You are challenging and innovative in your approach to driving high standards and value for money, you trust and respect staff and partners and empower them to be courageous to try new approaches.

**Enabling and Facilitating the Community** – You create effective collaboration between stakeholders, establish relationships and understand others perspectives. You are open and honest with others. You build a shared sense of purpose across Croydon, ensuring delivery and a collective use of resources

### Corporate Values

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



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

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

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

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

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

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

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

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

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

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

## CROYDON COUNCIL - Job Description

<b>Job title:</b> Director of Adult Social Care Policy & Improvement	<b>Service Area:</b> Adult Social Care Policy & Improvement	
<b>Directorate:</b> Adult Social Care & Health	<b>Post Number</b> From Oracle	<b>Evaluation Number:</b> From JE system
<b>Grade:</b> 2	<b>Date issued:</b> June 2021 FINAL version	

### Croydon Council's priorities

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

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

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

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

### Croydon Council's new ways of working

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

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

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

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

## Overall purpose of role

As a member of the council's senior management, the **Director of Adult Social Care Policy & Improvement** will work collaboratively with other directors in the Adult Social Care & Health Directorate, with corporate directors and directors in other directorates, and with the chief executive to deliver the Croydon Renewal Improvement Plan, the council's priorities and ways of working and a financially sustainable budget by March 2024.

The **Director of Adult Social Care Policy & Improvement** act as the head of profession for Commissioning & Procurement functions across the council and will directly manage a portfolio of adult social care policy & improvement services and work to deliver integrated personalised health and social care services as part of delivering the council's commitments to the One Croydon Alliance, and promote the council's corporate competencies and values through day-to-day managerial behaviours.

The **Director of Adult Social Care Policy & Improvement** will provide high quality professional advice to the corporate director of adult social care & health, the chief executive, Leader and Cabinet, the Scrutiny and Overview Committee, the shadow Health and Care Board, the Health and Well-Being Board and any other external bodies on all matters related to the adult social care improvement functions of the council.

**Reports to:** corporate director for adult social care & health

**Responsible for:** the head of profession for commissioning and procurement across the council and for the improvement programme for adult social care services helping to deliver the aims of the medium term financial strategy 2021-2024 in reducing the cost of adult social care services, business continuity, resilience and service compliance, and to provide organisational and systems leadership to deliver health and social care integration. Following the outcome of the Commissioning & Procurement review, it is likely adult social care commissioning services will be based in this division.

### Job context:

This post holder is an office holder under the Safeguarding Vulnerable Groups Act 2006 and will be engaged in regulated activity by virtue of undertaking the role and will come within the scope of the Disclosure and Barring Service.

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

#### 1.1 Selflessness

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



## **1.2 Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

## **1.3 Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

## **1.4 Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

## **1.5 Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

## **1.6 Honesty**

Holders of public office should be truthful.

## **1.7 Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

The post holder has line management responsibility for 2 direct reports and 2 direct reports funded by the NHS and responsibility for all staff in the adult social care policy & improvement division and is accountable and responsible for the adult social care policy & improvement services delivered.

The post holder is accountable for the adult social care improvement **£ XXm** budget and will deliver services and the associated savings programme and transformation projects within that budget envelope.

The post holder will ensure the financial probity and competence of financial management across the adult social care policy & improvement division and that effective arrangements are in place to meet legislative and statutory requirements in relation to financial management and internal control.

The post holder is jointly accountable with the corporate management team and all senior management for the delivery of the council's equality strategy 2021-2024 and action plan and will personally lead elements of it and champion it overall.

The post holder will ensure the corporate parenting responsibilities for the council's looked after children and care leavers are fulfilled in accordance with the Children and Social Work Act 2017.

The post holder will enable staff in the division to lead cross-council projects on issues as defined by Cabinet. A limited number of reviews per year will tackle complex priority issues and also enable new skills and experiences to be developed by staff to aid their future career development.

The post holder will participate in the council's emergency arrangements as an on-call member and will fully participate in gold and silver arrangements as required, which may require chairing the formal council meetings.

The post holder will ensure that all relevant health & safety legislation and the council's health & safety requirements are reasonably complied with.

The post holder will be required to operate within any relevant delegations as detailed in the council's scheme of delegation of the council's constitution.

The post holder will be required to work some evenings, weekends and occasional public holidays in order to meet service requirements and to ensure appropriate representation of the council with residents, the Leader and Cabinet and all elected Members and external bodies.

This is a politically restricted post under the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990. The individual holding this post cannot have any active political role.

Politically restricted employees are prohibited from:

- standing for office as local councillors, MPs, MEPs, Members of the Welsh Assembly or Members of the Scottish Parliament,
- canvassing on behalf of a political party or a person who is, or seeks to be, a candidate, and
- speaking to the public at large or publishing any written or artistic work that could give the impression of advocating support for a political party.

### **Accountabilities – Director of Adult Social Care Policy & Improvement**

To manage the division, ensuring that the development and transformation of services to meet the new budget envelope in the medium term financial strategy 2021-2024 and the integration agenda with the NHS in the One Croydon Alliance. This should result in services which are responsive to the diverse needs of all community members and enable adults with social care needs to have access to personalised, flexible, integrated care and support that maximises self-directed models, promotes independence, quality of life, dignity and choice whilst safeguarding individuals at risk of harm.

To act as an expert leader for system leadership and integrated care by applying creative and innovative techniques to the system integration; taking learning from national and international best practice and non-health care sectors where appropriate.

Following the outcome of the Commissioning & Procurement review, it is likely adult social care commissioning services will be based in this division.

Lead on the development and implementation of innovative, integrated commissioning and contracting mechanisms and shared risk approaches to enable the continued development of the One Croydon Alliance.

To work with the One Croydon Alliance and other NHS providers to enable the integration of community health services and adult social care operational services on a geographic localities model to deliver better outcomes and value for money.

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

Ensure equalities is embedded into all aspects of professional and managerial roles in the division and the services delivered and at all times carry out the duties of this post with due regard to the council's policy.

Contribute to the implementation of strategic changes driven by national Government, the Council and /or key partners to enable responsive, effective and efficient adult social care improvement services.

To work with a range of partners at a strategic level contributing to the effectiveness of the Shadow Health and Care Board, the Health and Wellbeing Board and any other relevant bodies.

To be the head of profession for commissioning and procurement across the council, drawing together managers with commissioning and procurement direct responsibilities into one professional community, ensuring high standards of analysis, use of data and a focus on efficiency across the council.

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

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

### **Strategy**

To take a "one Council" approach to deliver more effective outcomes and at all times avoid a silo-ed, single directorate or service area approach.

To actively seek out and learn from external good practice and bring those new ideas and ways of working into service development and delivery.

To ensure the council listens to and engages residents in the development of ideas, strategies and policies and that co-design and co-production approaches are implemented throughout the directorate.

To contribute fully to the development and implementation of all corporate strategies, the Croydon Renewal Improvement Plan and the council's priorities and ways of working and to act as a project or programme senior responsible owner to lead and ensure the implementation of specific corporate projects as required.

To actively promote the council's priorities and ways of working and the council's leadership framework and values to ensure they are delivered throughout the organisation.

### **Service quality**

To fulfil the best value duty requirements as established by the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which the directorate's functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

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

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

To maintain an up to date knowledge of relevant legislation as applicable to the directorate and to the overall council.

To build effective partnerships to harness public, private, voluntary sector and community resources that can help deliver the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To be the council's (officer level) lead representative in a number of partnerships.

To work collaboratively with the trade unions to improve services and solve problems in a coherent and integrated manner.

### **Performance**

To lead and direct the services within the directorate in order to ensure that they deliver effective and efficient services, that they set and achieve high

standards of performance, that they provide best value and that the overall budgets are managed and controlled within the funding envelope agreed.

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

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

To ensure the effective management of data and security of information received and used within the directorate, to comply with the relevant legislation such as GDPR and the Freedom of Information Act, recognising that the council wishes to operate in the most open and transparent way.

### **Resource management**

To lead and direct an effective divisional management team.

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

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

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

### **Leadership and Culture**

To lead within the directorate and across the council, the change that is needed in order to ensure that adult social care services play their full part in achieving the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To act at all times in ways that create a fully inclusive workplace and operating culture, proactively seeking ways to ensure staff feel valued and that they all belong.

To seek ways to harness and fully develop the potential of staff working in the directorate and develop their talent.

To demonstrate through personal behaviour, active listening to staff and residents in ways that will help rebuild the relationship with the residents of Croydon and seeking out the resident voice to guide and advise the council in its' actions and decision making.

To model the behaviours required of all staff in terms of equality, ethical behaviour, empathy, effective governance, effective internal control, transparency, and openness.

### **Leadership Framework**

The council's leadership framework follows the principles of a competency framework and all staff are expected to demonstrate these.

**Developing Oneself** – You demonstrate the values every day, you are passionate about the services you lead and deliver the vision and outcomes of Croydon Council. You are inspirational and engage others through personal leadership making the vision understandable to everyone.

**Inspiring and Developing People** – You identify talent and develop their capability to ensure a committed and motivated workforce, you create a culture based on the corporate values and ensure staff and stakeholders deliver a desired outcome.

**Collaborating and Influencing for Results** – You are challenging and innovative in your approach to driving high standards and value for money, you trust and respect staff and partners and empower them to be courageous to try new approaches.

**Enabling and Facilitating the Community** – You create effective collaboration between stakeholders, establish relationships and understand others perspectives. You are open and honest with others. You build a shared sense of purpose across Croydon, ensuring delivery and a collective use of resources

### **Corporate Values**

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



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

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

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

- You are proud to be part of the wider Croydon and the contribution you and your teams make to it. You make a difference to people's lives

through engagement and you strive to get the best possible value for money for customers.

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

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

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

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

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

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

## CROYDON COUNCIL - Job Description

<b>Job title:</b> Director of Children's Social Care	<b>Service Area:</b> Children's Social Care	
<b>Directorate:</b> Children, Young People & Education	<b>Post Number</b> From Oracle	<b>Evaluation Number:</b> From JE system
<b>Grade:</b> 3	<b>Date issued:</b> June 2021 FINAL	

### **Croydon Council's priorities**

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

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

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

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

### **Croydon Council's new ways of working**

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

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

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

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



## Overall purpose of role

As a member of the council's senior management, the **Director of Children's Social Care** will work collaboratively with other directors in the Children, Young People & Education Directorate, with corporate directors and directors in other directorates, and with the chief executive to deliver the Croydon Renewal Improvement Plan, the council's priorities and ways of working and a financially sustainable budget by March 2024.

The **Director of Children's Social Care** will directly manage a portfolio of children's social care services that engage with and champion the needs of children and young people in Croydon, ensure an effective child protection system with robust professional leadership, practice and performance, ensure high quality corporate parenting of looked after children, that fostering and adoption is delivered in a timely and quality manner and manage a stable, well trained and supported children's services workforce, reducing turnover and reliance on agency or interim staff where appropriate and promote the council's corporate competencies and values through day-to-day managerial behaviours.

The **Director of Children's Social Care** will provide high quality professional advice to the corporate director of children, young people & education, the chief executive, Leader and Cabinet, the Scrutiny and Overview Committee, the Children's Improvement Board and any other external bodies on all matters related to the children's social care and youth engagement functions of the council.

**Reports to:** corporate director for children, young people & education

**Responsible for:** children's social care, work with families, advice, support and intervention, youth offending services, youth engagement, looked after children, care leavers services, fostering and adoption, workforce development & practice improvement, services for disabled children and young people 0-17 and supporting the improvement programme for children's social care services helping to deliver the aims of the medium term financial strategy 2021-2024 in reducing the cost of children's social care services.

### **Job context:**

This post holder is an office holder under the Safeguarding Vulnerable Groups Act 2006 and will be engaged in regulated activity by virtue of undertaking the role and will come within the scope of the Disclosure and Barring Service.

The post holder is the lead for and link to the Department of Education and other national agencies connected with education.

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

### **1.1 Selflessness**

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

### **1.2 Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

### **1.3 Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

### **1.4 Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

### **1.5 Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

### **1.6 Honesty**

Holders of public office should be truthful.

### **1.7 Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

The post holder has line management responsibility for 4 direct reports and responsibility for all staff in the children's social care division and is accountable and responsible for the children's social care services delivered.

The post holder is accountable for the children's social care £ XXm budget and will deliver services and the associated savings programme and transformation projects within that budget envelope.

The post holder will ensure the financial probity and competence of financial management across the children's social care division and that effective arrangements are in place to meet legislative and statutory requirements in relation to financial management and internal control.

The post holder is jointly accountable with the corporate management team and all senior management for the delivery of the council's equality strategy

2021-2024 and action plan and will personally lead elements of it and champion it overall.

The post holder will ensure the corporate parenting responsibilities for the council's looked after children and care leavers are fulfilled in accordance with the Children and Social Work Act 2017.

The post holder will enable staff in the division to lead cross-council projects on issues as defined by Cabinet. A limited number of reviews per year will tackle complex priority issues and also enable new skills and experiences to be developed by staff to aid their future career development.

The post holder will participate in the council's emergency arrangements as an on-call member and will fully participate in gold and silver arrangements as required, which may require chairing the formal council meetings.

The post holder will ensure that all relevant health & safety legislation and the council's health & safety requirements are reasonably complied with.

The post holder will be required to operate within any relevant delegations as detailed in the council's scheme of delegation of the council's constitution.

The post holder will be required to work some evenings, weekends and occasional public holidays in order to meet service requirements and to ensure appropriate representation of the council with residents, the Leader and Cabinet and all elected Members and external bodies.

This is a politically restricted post under the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990. The individual holding this post cannot have any active political role.

Politically restricted employees are prohibited from:

- standing for office as local councillors, MPs, MEPs, Members of the Welsh Assembly or Members of the Scottish Parliament,
- canvassing on behalf of a political party or a person who is, or seeks to be, a candidate, and
- speaking to the public at large or publishing any written or artistic work that could give the impression of advocating support for a political party.

### **Accountabilities – Director of Children's Social Care**

To manage the provision of services for the well-being and safeguarding of children, young people and families in the borough

To ensure statutory requirements are met, ensuring the needs of children at risk are addressed with appropriate agency intervention.

To be the lead on all aspects of corporate parenting and to ensure that excellent outcomes are achieved for the borough's looked after children.

To ensure services provided to children and their families actively address the inequalities experienced by the diverse communities in Croydon

To develop a borough wide focus on prevention and early intervention across the service, through building and maintaining progressive delivery partnerships.

To leading and developing workforce expertise and capability in the service to ensure LBC has a sustainable and motivated workforce to deliver the best outcomes for children.

To lead the effective delivery of a workforce development and planning function to ensure the directorate has staff being continuously developed to provide high quality services and a pipeline of diverse talented staff to meet its needs.

To lead youth engagement services through the development and delivery of new approaches to youth provision including through "onside" and maximising opportunities of widening the youth offer through schools.

To champion and drive forward the work of the youth parliament

To ensure the delivery of an effective children in care council

To work closely with the Director for Quality, Policy & Performance Improvement to help deliver the aims of the medium term financial strategy 2021-2024 in reducing the cost of children's social care services.

To deliver a high quality service for disabled children and young people 0-17 aimed at maximising their independence and work closely with the Director of Adult Social Care Operations to ensure the smooth transition of young people with disabilities from the age of 17.

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

Ensure equalities is embedded into all aspects of professional and managerial roles in the division and the services delivered and at all times carry out the duties of this post with due regard to the council's policy.

Contribute to the implementation of strategic changes driven by national Government, the council and /or key partners to enable responsive, effective and efficient children's social care services.

To work with a range of partners at a strategic level contributing to the effectiveness of the children's improvement board, care leaver's council, youth parliament, children's safeguarding partnership and any other relevant bodies.

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

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

### **Strategy**

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

To actively seek out and learn from external good practice and bring those new ideas and ways of working into service development and delivery.

To ensure the council listens to and engages residents in the development of ideas, strategies and policies and that co-design and co-production approaches are implemented throughout the directorate.

To contribute fully to the development and implementation of all corporate strategies, the Croydon Renewal Improvement Plan and the council’s priorities and ways of working and to act as a project or programme senior responsible owner to lead and ensure the implementation of specific corporate projects as required.

To actively promote the council’s priorities and ways of working and the council’s leadership framework and values to ensure they are delivered throughout the organisation.

### **Service quality**

To fulfil the best value duty requirements as established by the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which the directorate’s functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

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

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

To maintain an up to date knowledge of relevant legislation as applicable to the directorate and to the overall council.

To build effective partnerships to harness public, private, voluntary sector and community resources that can help deliver the Croydon Renewal Improvement Plan and the council’s priorities and ways of working.

To be the council's (officer level) lead representative in a number of partnerships.

To work collaboratively with the trade unions to improve services and solve problems in a coherent and integrated manner.

### **Performance**

To lead and direct the services within the directorate in order to ensure that they deliver effective and efficient services, that they set and achieve high standards of performance, that they provide best value and that the overall budgets are managed and controlled within the funding envelope agreed.

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

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

To ensure the effective management of data and security of information received and used within the directorate, to comply with the relevant legislation such as GDPR and the Freedom of Information Act, recognising that the council wishes to operate in the most open and transparent way.

### **Resource management**

To lead and direct an effective divisional management team.

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

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

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

### **Leadership and Culture**

To lead within the directorate and across the council, the change that is needed in order to ensure that adult social care services play their full part in achieving the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To act at all times in ways that create a fully inclusive workplace and operating culture, proactively seeking ways to ensure staff feel valued and that they all belong.

To seek ways to harness and fully develop the potential of staff working in the directorate and develop their talent.

To demonstrate through personal behaviour, active listening to staff and residents in ways that will help rebuild the relationship with the residents of Croydon and seeking out the resident voice to guide and advise the council in its' actions and decision making.

To model the behaviours required of all staff in terms of equality, ethical behaviour, empathy, effective governance, effective internal control, transparency, and openness.

### **Leadership Framework**

The council's leadership framework follows the principles of a competency framework and all staff are expected to demonstrate these.

**Developing Oneself** – You demonstrate the values every day, you are passionate about the services you lead and deliver the vision and outcomes of Croydon Council. You are inspirational and engage others through personal leadership making the vision understandable to everyone.

**Inspiring and Developing People** – You identify talent and develop their capability to ensure a committed and motivated workforce, you create a culture based on the corporate values and ensure staff and stakeholders deliver a desired outcome.

**Collaborating and Influencing for Results** – You are challenging and innovative in your approach to driving high standards and value for money, you trust and respect staff and partners and empower them to be courageous to try new approaches.

**Enabling and Facilitating the Community** – You create effective collaboration between stakeholders, establish relationships and understand others perspectives. You are open and honest with others. You build a shared sense of purpose across Croydon, ensuring delivery and a collective use of resources

### **Corporate Values**

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

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



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

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

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

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

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

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

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

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

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



## CROYDON COUNCIL - Job Description

<b>Job title:</b> Director of Commercial Investment & Capital	<b>Service Area:</b> Commercial Investment & Capital	
<b>Directorate:</b> Resources	<b>Post Number</b> From Oracle	<b>Evaluation Number:</b> From JE system
<b>Grade:</b> 2	<b>Date issued:</b> June 2021 FINAL	

### Croydon Council's priorities

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

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

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

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

### Croydon Council's new ways of working

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

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

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

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

## Overall purpose of role

As a member of the council's senior management, the **Director of Commercial Investment & Capital** will work collaboratively with other directors in the resources directorate, with corporate directors and directors in other directorates, and with the chief executive to deliver the Croydon Renewal Improvement Plan, the council's priorities and ways of working and a financially sustainable budget by March 2024.

The **Director of Commercial Investment & Capital** will be responsible for managing the council's current portfolio of investments including the revolving investment and asset investment fund & shareholdings acting as the corporate client to Brick by Brick and Croydon Affordable Housing, minimising risk, improving efficiency and leveraging the council's assets to enhance the ability to contribute towards balancing the MTFS, delivery of the council's capital programme for the council's infrastructure and schools (non highways and HRA), managing an effective facilities and asset management service, health and safety service for all council services, and promoting the council corporate competencies and values through day-to-day managerial behaviours.

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

**Reports to:** corporate director of resources

**Responsible for:** asset acquisition, management and disposals, health and safety, fire safety, client to the council's shareholdings and other entities, management of investment funds, capital programme delivery for council infrastructure and schools (non HRA), and facilities and asset management.

### **Job context:**

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

This post holder is an office holder under the Safeguarding Vulnerable Groups Act 2006 and will be engaged in regulated activity by virtue of undertaking the role and will come within the scope of the Disclosure and Barring Service.

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

### **1.1 Selflessness**

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

### **1.2 Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

### **1.3 Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

### **1.4 Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

### **1.5 Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

### **1.6 Honesty**

Holders of public office should be truthful.

### **1.7 Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

The post holder has line management responsibility for 2 direct reports and responsibility for all staff in the commercial investment and capital division and is accountable and responsible for those commercial investment and capital services delivered.

The post holder is accountable for the commercial investment and capital **£ XXm** budget and will deliver services and the associated savings programme and transformation projects within that budget envelope.

The post holder will ensure the financial probity and competence of financial management across the commercial investment and capital division and that effective arrangements are in place to meet legislative and statutory requirements in relation to financial management and internal control.

The post holder is jointly accountable with the corporate management team and all senior management for the delivery of the council's equality strategy

2021-2024 and action plan and will personally lead elements of it and champion it overall.

The post holder will ensure the corporate parenting responsibilities for the council's looked after children and care leavers are fulfilled in accordance with the Children and Social Work Act 2017.

The post holder will enable staff in the division to lead cross-council projects on issues as defined by Cabinet. A limited number of reviews per year will tackle complex priority issues and also enable new skills and experiences to be developed by staff to aid their future career development.

The post holder will participate in the council's emergency arrangements as an on-call member and will fully participate in gold and silver arrangements as required, which may require chairing the formal council meetings.

The post holder will ensure that all relevant health & safety legislation and the council's health & safety requirements are reasonably complied with.

The post holder will be required to operate within any relevant delegations as detailed in the council's scheme of delegation of the council's constitution.

The post holder will be required to work some evenings, weekends and occasional public holidays in order to meet service requirements and to ensure appropriate representation of the council with residents, the Leader and Cabinet and all elected Members and external bodies.

This is a politically restricted post under the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990. The individual holding this post cannot have any active political role.

Politically restricted employees are prohibited from:

- standing for office as local councillors, MPs, MEPs, Members of the Welsh Assembly or Members of the Scottish Parliament,
- canvassing on behalf of a political party or a person who is, or seeks to be, a candidate, and
- speaking to the public at large or publishing any written or artistic work that could give the impression of advocating support for a political party.

### **Accountabilities – Director of Commercial Investment and Capital**

To manage the division, ensuring that the development and transformation of services to meet the new budget envelope in the medium term financial strategy 2021-2024 is delivered.

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

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

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

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

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

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

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

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

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

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

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

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

To ensure a corporate health and safety board meets a regular basis with trade union representation as part of system of internal control.

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

To oversee and ensure the delivery of the council's capital programme for schools and the council's infrastructure, working to the relevant client schools and other teams providing commercial, technical and contract management experience to deliver capital projects within time and budget.

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

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

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

### **Strategy**

To take a "one Council" approach to deliver more effective outcomes and at all times avoid a silo-ed, single directorate or service area approach.

To actively seek out and learn from external good practice and bring those new ideas and ways of working into service development and delivery.

To ensure the council listens to and engages residents in the development of ideas, strategies and policies and that co-design and co-production approaches are implemented throughout the directorate.

To contribute fully to the development and implementation of all corporate strategies, the Croydon Renewal Improvement Plan and the council's priorities and ways of working and to act as a project or programme senior responsible owner to lead and ensure the implementation of specific corporate projects as required.

To actively promote the council's priorities and ways of working and the council's leadership framework and values to ensure they are delivered throughout the organisation.

### **Service quality**

To fulfil the best value duty requirements as established by the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which the directorate's functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

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

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

To maintain an up to date knowledge of relevant legislation as applicable to the directorate and to the overall council.

To build effective partnerships to harness public, private, voluntary sector and community resources that can help deliver the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To be the council's (officer level) lead representative in a number of partnerships.

To work collaboratively with the trade unions to improve services and solve problems in a coherent and integrated manner.

### **Performance**

To lead and direct the services within the directorate in order to ensure that they deliver effective and efficient services, that they set and achieve high standards of performance, that they provide best value and that the overall budgets are managed and controlled within the funding envelope agreed.

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

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

To ensure the effective management of data and security of information received and used within the directorate, to comply with the relevant legislation such as GDPR and the Freedom of Information Act, recognising that the council wishes to operate in the most open and transparent way.

### **Resource management**

To lead and direct an effective divisional management team.

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

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

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

### **Leadership and Culture**

To lead within the directorate and across the council, the change that is needed in order to ensure that adult social care services play their full part in achieving the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To act at all times in ways that create a fully inclusive workplace and operating culture, proactively seeking ways to ensure staff feel valued and that they all belong.

To seek ways to harness and fully develop the potential of staff working in the directorate and develop their talent.

To demonstrate through personal behaviour, active listening to staff and residents in ways that will help rebuild the relationship with the residents of Croydon and seeking out the resident voice to guide and advise the council in its' actions and decision making.

To model the behaviours required of all staff in terms of equality, ethical behaviour, empathy, effective governance, effective internal control, transparency, and openness.

### **Leadership Framework**

The council's leadership framework follows the principles of a competency framework and all staff are expected to demonstrate these.

**Developing Oneself** – You demonstrate the values every day, you are passionate about the services you lead and deliver the vision and outcomes of Croydon Council. You are inspirational and engage others through personal leadership making the vision understandable to everyone.

**Inspiring and Developing People** – You identify talent and develop their capability to ensure a committed and motivated workforce, you create a culture based on the corporate values and ensure staff and stakeholders deliver a desired outcome.

**Collaborating and Influencing for Results** – You are challenging and innovative in your approach to driving high standards and value for money, you trust and respect staff and partners and empower them to be courageous to try new approaches.



**Enabling and Facilitating the Community** – You create effective collaboration between stakeholders, establish relationships and understand others perspectives. You are open and honest with others. You build a shared sense of purpose across Croydon, ensuring delivery and a collective use of resources

### **Corporate Values**

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



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

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

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

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

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

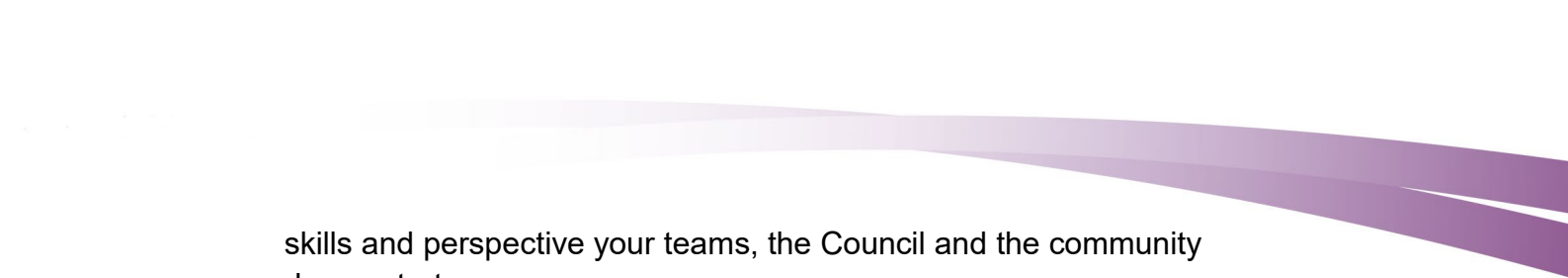
- You think through who needs to understand what during communication; and take care to communicate detail clearly. You take people's views into account continuously. You trust people, colleagues and staff, to do their best and deal with any issues positively.

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

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

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

- You treat all staff and customers with equal value and respect. In everything you do, you make good use of the wide variety of background,



skills and perspective your teams, the Council and the community demonstrate.

## CROYDON COUNCIL - Job Description

<b>Job title:</b> Director of Culture & Community Safety	<b>Service Area:</b> Culture & Community Safety	
<b>Directorate:</b> Sustainable Communities, Regeneration & Economic Recovery	<b>Post Number</b> From Oracle	<b>Evaluation Number:</b> From JE system
<b>Grade:</b> 2	<b>Date issued:</b> June 2021 FINAL	

### **Croydon Council's priorities**

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

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

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

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

### **Croydon Council's new ways of working**

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

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

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

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

## Overall purpose of role

As a member of the council's senior management, the **Director of Culture & Community Safety** will work collaboratively with other directors in the sustainable communities, regeneration and economic recovery directorate, with corporate directors and directors in other directorates, and with the chief executive to deliver the Croydon Renewal Improvement Plan, the council's priorities and ways of working and a financially sustainable budget by March 2024.

The **Director of Culture & Community Safety** leads and advises on violence reduction and community safety on behalf of the council and the Safer Croydon Partnership, manages the library and leisure services and the museum of Croydon, plans for the Borough of Culture in 2023 and develops a cultural offer which engages communities and supports a healthy lifestyle and promotes the council's corporate competencies and values through day-to-day managerial behaviours.

The **Director of Culture & Community Safety** will provide high quality professional advice to the corporate director of sustainable communities, regeneration & economic recovery, the chief executive, Leader and Cabinet, the Scrutiny and Overview Committee, the Health and Well-Being Board and any other external bodies on all public health and community services matters related to the functions of the council.

**Reports to:** corporate director of sustainable communities, regeneration & economic recovery

**Responsible for:** leisure services, library services, music and arts service, the Croydon Museum, archives, the family justice unit, CCTV services, the data hub, anti social behaviour unit and the PREVENT service.

### Job context:

This post holder is an office holder under the Safeguarding Vulnerable Groups Act 2006 and will be engaged in regulated activity by virtue of undertaking the role and will come within the scope of the Disclosure and Barring Service.

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

#### 1.1 Selflessness

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

#### 1.2 Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not

act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

### **1.3 Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

### **1.4 Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

### **1.5 Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

### **1.6 Honesty**

Holders of public office should be truthful.

### **1.7 Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

The post holder has line management responsibility for 2 direct reports and responsibility for all staff in the culture and community safety division and is accountable and responsible for the services delivered.

The post holder is accountable for the division's £ XXm budget and will deliver services and the associated savings programme and transformation projects within that budget envelope.

The post holder will ensure the financial probity and competence of financial management across the division and that effective arrangements are in place to meet legislative and statutory requirements in relation to financial management and internal control.

The post holder is jointly accountable with the corporate management team and all senior management for the delivery of the council's equality strategy 2021-2024 and action plan and will personally lead elements of it and champion it overall.

The post holder will ensure the corporate parenting responsibilities for the council's looked after children and care leavers are fulfilled in accordance with the Children and Social Work Act 2017.

The post holder will enable staff in the division to lead cross-council projects on issues as defined by Cabinet. A limited number of reviews per year will tackle complex priority issues and also enable new skills and experiences to be developed by staff to aid their future career development.

The post holder will participate in the council's emergency arrangements as an on-call member and will fully participate in gold and silver arrangements as required, which may require chairing the formal council meetings.

The post holder will ensure that all relevant health & safety legislation and the council's health & safety requirements are reasonably complied with.

The post holder will be required to operate within any relevant delegations as detailed in the council's scheme of delegation of the council's constitution.

The post holder will be required to work some evenings, weekends and occasional public holidays in order to meet service requirements and to ensure appropriate representation of the council with residents, the Leader and Cabinet and all elected Members and external bodies.

This is a politically restricted post under the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990. The individual holding this post cannot have any active political role.

Politically restricted employees are prohibited from:

- standing for office as local councillors, MPs, MEPs, Members of the Welsh Assembly or Members of the Scottish Parliament,
- canvassing on behalf of a political party or a person who is, or seeks to be, a candidate, and
- speaking to the public at large or publishing any written or artistic work that could give the impression of advocating support for a political party.

### **Accountabilities – Director of Culture and Community Safety**

To manage the division, ensuring that the development and transformation of services to meet the new budget envelope in the medium term financial strategy 2021-2024 is delivered.

To oversee and give direction to the violence reduction service to ensure that outcomes are delivered.

To ensure the development and maintenance of effective formal and statutory partnerships in the Safer Croydon Partnership to ensure that partners work together in trust and to jointly agreed objectives and action.

To ensure effective formal relationships with key stakeholders such as the Youth Justice Board and Safeguarding Boards are built and maintained to

ensure they are aware of and deliver their responsibilities with regard to community safety.

To ensure the production of the Croydon Community Safety Strategy and the Croydon Community Safety Partnership's Strategic Needs Assessment for the Safer Croydon Partnership.

To be accountable for the development, implementation review, monitoring and evaluation of the CCTV service and borough surveillance infrastructure including the out of hours call handling service.

To ensure the development and the delivery of effective communications in relation to community safety and violence reduction to reduce the fear of crime.

To ensure that effective community safety research is undertaken including developing the quality of research and audit within the division and commissioning research, audits and evaluations as required.

To work closely with the Leader, portfolio holder and corporate director of sustainable communities, regeneration & economic recovery on the cultural and arts offer in the borough in preparation for the Borough of Culture in 2023 and ensure opportunities for regeneration are also maximised through close liaison with the Director of Planning and Sustainable Regeneration.

To oversee the delivery of the leisure, museum and library services and advise members on effective future models of provision, maximising their potential to support living healthily and accessing skills and employment post the pandemic.

To oversee the delivery of the council's statutory responsibilities in regard to the provision of a library service and the review and realignment of the Croydon Libraries Plan 2019-2028 and provide the strategic leadership for the delivery of statutory Universal Offers through (Libraries Connected) delivered at a national level.

To maximise the contribution of the music and arts service to the community and cultural services of the borough and ensure close liaison with the Corporate Director of Children, Young People and Education services.

To manage relationships with stakeholders including Arts Council England, Croydon cultural stakeholders, developers and landowners, other funders.

To act as the client for the Fairfield Halls recognising its importance as a major cultural hub and incubator for arts and culture for the borough.

To lead initiatives which support the development of cultural and creative business and employment clusters and that help people to live well and healthily.

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

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

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

### **Strategy**

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

To actively seek out and learn from external good practice and bring those new ideas and ways of working into service development and delivery.

To ensure the council listens to and engages residents in the development of ideas, strategies and policies and that co-design and co-production approaches are implemented throughout the directorate.

To contribute fully to the development and implementation of all corporate strategies, the Croydon Renewal Improvement Plan and the council’s priorities and ways of working and to act as a project or programme senior responsible owner to lead and ensure the implementation of specific corporate projects as required.

To actively promote the council’s priorities and ways of working and the council’s leadership framework and values to ensure they are delivered throughout the organisation.

### **Service quality**

To fulfil the best value duty requirements as established by the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which the directorate’s functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

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

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

To maintain an up to date knowledge of relevant legislation as applicable to the directorate and to the overall council.



To build effective partnerships to harness public, private, voluntary sector and community resources that can help deliver the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To be the council's (officer level) lead representative in a number of partnerships.

To work collaboratively with the trade unions to improve services and solve problems in a coherent and integrated manner.

### **Performance**

To lead and direct the services within the directorate in order to ensure that they deliver effective and efficient services, that they set and achieve high standards of performance, that they provide best value and that the overall budgets are managed and controlled within the funding envelope agreed.

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

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

To ensure the effective management of data and security of information received and used within the directorate, to comply with the relevant legislation such as GDPR and the Freedom of Information Act, recognising that the council wishes to operate in the most open and transparent way.

### **Resource management**

To lead and direct an effective directorate management team.

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

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

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

### **Leadership and Culture**

To lead within the directorate and across the council, the change that is needed in order to ensure that adult social care services play their full part in achieving the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To act at all times in ways that create a fully inclusive workplace and operating culture, proactively seeking ways to ensure staff feel valued and that they all belong.

To seek ways to harness and fully develop the potential of staff working in the directorate and develop their talent.

To demonstrate through personal behaviour, active listening to staff and residents in ways that will help rebuild the relationship with the residents of Croydon and seeking out the resident voice to guide and advise the council in its' actions and decision making.

To model the behaviours required of all staff in terms of equality, ethical behaviour, empathy, effective governance, effective internal control, transparency, and openness.

### **Leadership Framework**

The council's leadership framework follows the principles of a competency framework and all staff are expected to demonstrate these.

**Developing Oneself** – You demonstrate the values every day, you are passionate about the services you lead and deliver the vision and outcomes of Croydon Council. You are inspirational and engage others through personal leadership making the vision understandable to everyone.

**Inspiring and Developing People** – You identify talent and develop their capability to ensure a committed and motivated workforce, you create a culture based on the corporate values and ensure staff and stakeholders deliver a desired outcome.

**Collaborating and Influencing for Results** – You are challenging and innovative in your approach to driving high standards and value for money, you trust and respect staff and partners and empower them to be courageous to try new approaches.

**Enabling and Facilitating the Community** – You create effective collaboration between stakeholders, establish relationships and understand others perspectives. You are open and honest with others. You build a shared sense of purpose across Croydon, ensuring delivery and a collective use of resources

## Corporate Values

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



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

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

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

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

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

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

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

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

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

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

## CROYDON COUNCIL - Job Description

<b>Job title:</b> Director of Education	<b>Service Area:</b> Education	
<b>Directorate:</b> Children, Young People & Education	<b>Post Number</b> From Oracle	<b>Evaluation Number:</b> From JE system
<b>Grade:</b> 2	<b>Date issued:</b> June 2021 FINAL	

### **Croydon Council's priorities**

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

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

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

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

### **Croydon Council's new ways of working**

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

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

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

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

## Overall purpose of role

As a member of the council's senior management, the **Director of Education** will work collaboratively with other directors in the Children, Young People & Education Directorate, with corporate directors and directors in other directorates, and with the chief executive to deliver the Croydon Renewal Improvement Plan, the council's priorities and ways of working and a financially sustainable budget by March 2024.

The **Director of Education** will directly manage a portfolio of education services that ensure children are given the best start in life and are able to achieve their potential, to raise attainment, address the causes of inequalities in educational outcomes, ensure no child is left behind by reducing inequalities and promote the council's corporate competencies and values through day-to-day managerial behaviours.

The **Director of Education** will provide high quality professional advice to the corporate director of children, young people & education, the chief executive, Leader and Cabinet, the Scrutiny and Overview Committee, the Schools Forum and any other external bodies on all matters related to the education functions of the council.

**Reports to:** corporate director for children, young people & education

**Responsible for:** education standards, partnership commissioning and learning access, admissions and school place planning, children's centres and parenting, early years, SEND, and the virtual school for looked after children, post-16 education, NEET, traded services offer to education providers and healthy schools.

### Job context:

This post holder is an office holder under the Safeguarding Vulnerable Groups Act 2006 and will be engaged in regulated activity by virtue of undertaking the role and will come within the scope of the Disclosure and Barring Service.

The post holder is the lead for and link to the Department of Education and other national agencies connected with education.

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

#### 1.1 Selflessness

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

#### 1.2 Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not

act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

### **1.3 Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

### **1.4 Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

### **1.5 Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

### **1.6 Honesty**

Holders of public office should be truthful.

### **1.7 Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

The post holder has line management responsibility for 4 direct reports and responsibility for all staff in the education division and is accountable and responsible for the education services delivered.

The post holder is accountable for the education **£ XXm** budget and will deliver services and the associated savings programme and transformation projects within that budget envelope.

The post holder will ensure the financial probity and competence of financial management across the education division and that effective arrangements are in place to meet legislative and statutory requirements in relation to financial management and internal control.

The post holder is jointly accountable with the corporate management team and all senior management for the delivery of the council's equality strategy 2021-2024 and action plan and will personally lead elements of it and champion it overall.

The post holder will ensure the corporate parenting responsibilities for the council's looked after children and care leavers are fulfilled in accordance with the Children and Social Work Act 2017.

The post holder will enable staff in the division to lead cross-council projects on issues as defined by Cabinet. A limited number of reviews per year will tackle complex priority issues and also enable new skills and experiences to be developed by staff to aid their future career development.

The post holder will participate in the council's emergency arrangements as an on-call member and will fully participate in gold and silver arrangements as required, which may require chairing the formal council meetings.

The post holder will ensure that all relevant health & safety legislation and the council's health & safety requirements are reasonably complied with.

The post holder will be required to operate within any relevant delegations as detailed in the council's scheme of delegation of the council's constitution.

The post holder will be required to work some evenings, weekends and occasional public holidays in order to meet service requirements and to ensure appropriate representation of the council with residents, the Leader and Cabinet and all elected Members and external bodies.

This is a politically restricted post under the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990. The individual holding this post cannot have any active political role.

Politically restricted employees are prohibited from:

- standing for office as local councillors, MPs, MEPs, Members of the Welsh Assembly or Members of the Scottish Parliament,
- canvassing on behalf of a political party or a person who is, or seeks to be, a candidate, and
- speaking to the public at large or publishing any written or artistic work that could give the impression of advocating support for a political party.

### **Accountabilities – Director of Education**

As the professional lead for education, lead the development of strategy and plans which deliver excellent educational outcomes and learner-focused services from birth to 18, including post-16

Provide advice to elected members and work collaboratively with officers on all aspects of education to ensure that education planning is integrated across key areas of the council.

To meet the council's statutory obligations in respect of education improvement, taking direct responsibility for intervention and ensuring effective commissioning, monitoring, supporting and challenging schools, early years settings and other education providers, to halt any emerging

declines in standards and to put in place interventions which ensure rapid improvement where necessary.

To deliver statutory responsibilities in relation to: SEND, school attendance, exclusions, those Not in Education, Employment or Training (NEETS), and SACRE, as well as admissions and schools place planning, and the delivery of the Schools Forum requirements.

To deliver statutory responsibilities to children who are looked after in relation to their education provision and support.

To ensure there is sufficient supply of good school (including Early Years) places for all children.

Lead the review and delivery of the council's SEN Strategy securing provision to match SEN and disabled learners' needs.

Deliver an education service that improves access and attendance and raises levels of achievement and attainment including reducing inequalities in outcomes;

To have strategic oversight of the traded services offer to education provision

To work in Partnership with the Director of Planning and Sustainable Regeneration in relation to CALAT to ensure there is cohesion in delivering education priorities.

Lead on education standards, commissioning and learning access, including:

- Devising, implementing and monitoring plans and strategies for educational improvement and attainment across schools, colleges, Early Years settings and other education providers including improved standards for under performing groups of pupils, mainly through the council's commissioning relationships
- Ensuring effective delivery of the virtual school for looked after children to ensure that they receive the support required to fulfil their learning potential.
- Ensuring effective statutory educational welfare services to secure high levels of school attendance
- Ensuring delivery of effective pupil referral provision as appropriate for appropriate children and young people.
- Ensuring delivery of statutory services through children's centre commissioning.
- Ensuring the LA has an effective education partnership with a focus on borough priorities
- The strategic oversight of the education traded services offer

Lead in relation to schools admissions and place planning, including:

- Facilitating the provision of sufficient school places in the right locations, including effective forward planning base on robust data



- projections and working with the capital delivery team to ensure delivery to time and cost.
- Facilitating the provision of high quality school admissions service with a focus on customer care.
  - Fostering good relationships between the council, Government Bodies, Schools, their staff, governors and other partners (including Academy trusts).

To maintain an effective working relationship with the Director of Culture & Community Services and the Head of Croydon Music and Arts.

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

Ensure equalities is embedded into all aspects of professional and managerial roles in the division and the services delivered and at all times carry out the duties of this post with due regard to the council's policy.

Contribute to the implementation of strategic changes driven by national Government, the Council and /or key partners to enable responsive, effective and efficient adult social care improvement services.

To work with a range of partners at a strategic level contributing to the effectiveness of the Schools Forum and any other relevant bodies.

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

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

### **Strategy**

To take a "one Council" approach to deliver more effective outcomes and at all times avoid a silo-ed, single directorate or service area approach.

To actively seek out and learn from external good practice and bring those new ideas and ways of working into service development and delivery.

To ensure the council listens to and engages residents in the development of ideas, strategies and policies and that co-design and co-production approaches are implemented throughout the directorate.

To contribute fully to the development and implementation of all corporate strategies, the Croydon Renewal Improvement Plan and the council's priorities and ways of working and to act as a project or programme senior responsible owner to lead and ensure the implementation of specific corporate projects as required.

To actively promote the council's priorities and ways of working and the council's leadership framework and values to ensure they are delivered throughout the organisation.

### **Service quality**

To fulfil the best value duty requirements as established by the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which the directorate's functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

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

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

To maintain an up to date knowledge of relevant legislation as applicable to the directorate and to the overall council.

To build effective partnerships to harness public, private, voluntary sector and community resources that can help deliver the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To be the council's (officer level) lead representative in a number of partnerships.

To work collaboratively with the trade unions to improve services and solve problems in a coherent and integrated manner.

### **Performance**

To lead and direct the services within the directorate in order to ensure that they deliver effective and efficient services, that they set and achieve high standards of performance, that they provide best value and that the overall budgets are managed and controlled within the funding envelope agreed.

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

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

To ensure the effective management of data and security of information received and used within the directorate, to comply with the relevant

legislation such as GDPR and the Freedom of Information Act, recognising that the council wishes to operate in the most open and transparent way.

### **Resource management**

To lead and direct an effective divisional management team.

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

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

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

### **Leadership and Culture**

To lead within the directorate and across the council, the change that is needed in order to ensure that adult social care services play their full part in achieving the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To act at all times in ways that create a fully inclusive workplace and operating culture, proactively seeking ways to ensure staff feel valued and that they all belong.

To seek ways to harness and fully develop the potential of staff working in the directorate and develop their talent.

To demonstrate through personal behaviour, active listening to staff and residents in ways that will help rebuild the relationship with the residents of Croydon and seeking out the resident voice to guide and advise the council in its' actions and decision making.

To model the behaviours required of all staff in terms of equality, ethical behaviour, empathy, effective governance, effective internal control, transparency, and openness.

### **Leadership Framework**

The council's leadership framework follows the principles of a competency framework and all staff are expected to demonstrate these.

**Developing Oneself** – You demonstrate the values every day, you are passionate about the services you lead and deliver the vision and outcomes of Croydon Council. You are inspirational and engage others through personal leadership making the vision understandable to everyone.

**Inspiring and Developing People** – You identify talent and develop their capability to ensure a committed and motivated workforce, you create a culture based on the corporate values and ensure staff and stakeholders deliver a desired outcome.

**Collaborating and Influencing for Results** – You are challenging and innovative in your approach to driving high standards and value for money, you trust and respect staff and partners and empower them to be courageous to try new approaches.

**Enabling and Facilitating the Community** – You create effective collaboration between stakeholders, establish relationships and understand others perspectives. You are open and honest with others. You build a shared sense of purpose across Croydon, ensuring delivery and a collective use of resources

### Corporate Values

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



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

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

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

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

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

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

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

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

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

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

## CROYDON COUNCIL - Job Description

<b>Job title:</b> Director of Finance (deputy S151)	<b>Service Area:</b> Finance	
<b>Directorate:</b> Resources	<b>Post Number</b> From Oracle	<b>Evaluation Number:</b> From JE system
<b>Grade:</b> 2	<b>Date issued:</b> June 2021 FINAL	

### **Croydon Council's priorities**

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

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

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

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

### **Croydon Council's new ways of working**

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

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

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

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

### **Overall purpose of role**

As a member of the council's senior management, the **Director of Finance** will work collaboratively with other directors in the resources directorate, with corporate directors and directors in other directorates, and with the chief executive to deliver the Croydon Renewal Improvement Plan, the council's priorities and ways of working and a financially sustainable budget by March 2024.

The **Director of Finance** will provide budget management, planning and reporting (GF, HRA and Capital), support to all directorates through the heads of finance / business partners, treasury management, payments, revenues, benefits and debt services and promote the council's corporate competencies and values through day-to-day managerial behaviours.

The **Director of Finance** will provide high quality professional advice to the corporate director of resources, the chief executive, Leader and Cabinet, the Scrutiny and Overview Committee, the General Purposes and Audit Committee and any other external bodies on all finance matters related to the functions of the council.

**Reports to:** corporate director of resources

**Responsible for:** heads of finance / business partner support to directorates, management of the finance function and treasury management.

**Job context:**

The post incorporates the role of deputy S151 officer to the statutory role of Section 151 of the Local Government Act 1972 which is held by the corporate director of resources.

This post holder is an office holder under the Safeguarding Vulnerable Groups Act 2006 and will be engaged in regulated activity by virtue of undertaking the role and will come within the scope of the Disclosure and Barring Service.

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

**1.1 Selflessness**

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

**1.2 Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

### **1.3 Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

### **1.4 Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

### **1.5 Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

### **1.6 Honesty**

Holders of public office should be truthful.

### **1.7 Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

The post holder has line management responsibility for 6 direct reports and responsibility for all staff in the finance division and is accountable and responsible for those finance services delivered.

The post holder is accountable for the finance **£ XXm** budget and will deliver services and the associated savings programme and transformation projects within that budget envelope.

The post holder will ensure the financial probity and competence of financial management across the finance division and that effective arrangements are in place to meet legislative and statutory requirements in relation to financial management and internal control.

The post holder is jointly accountable with the corporate management team and all senior management for the delivery of the council's equality strategy 2021-2024 and action plan and will personally lead elements of it and champion it overall.

The post holder will ensure the corporate parenting responsibilities for the council's looked after children and care leavers are fulfilled in accordance with the Children and Social Work Act 2017.

The post holder will enable staff in the division to lead cross-council projects on issues as defined by Cabinet. A limited number of reviews per year will tackle complex priority issues and also enable new skills and experiences to be developed by staff to aid their future career development.



The post holder will participate in the council's emergency arrangements as an on-call member and will fully participate in gold and silver arrangements as required, which may require chairing the formal council meetings.

The post holder will ensure that all relevant health & safety legislation and the council's health & safety requirements are reasonably complied with.

The post holder will be required to operate within any relevant delegations as detailed in the council's scheme of delegation of the council's constitution.

The post holder will be required to work some evenings, weekends and occasional public holidays in order to meet service requirements and to ensure appropriate representation of the council with residents, the Leader and Cabinet and all elected Members and external bodies.

This is a politically restricted post under the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990. The individual holding this post cannot have any active political role.

Politically restricted employees are prohibited from:

- standing for office as local councillors, MPs, MEPs, Members of the Welsh Assembly or Members of the Scottish Parliament,
- canvassing on behalf of a political party or a person who is, or seeks to be, a candidate, and
- speaking to the public at large or publishing any written or artistic work that could give the impression of advocating support for a political party.

### **Accountabilities – Director of Finance**

To manage the division, ensuring that the development and transformation of services to meet the new budget envelope in the medium term financial strategy 2021-2024 is delivered.

To be the professional lead for financial management in the council enhancing the competencies of cost centre managers, their compliance with the financial reporting requirements of the system and that the reporting system itself is functional and fit for purpose.

To provide the operational support for all directorate financial management activity for both the general fund, housing revenue account and capital expenditure and ensure effective directorate management team and directorate cost-centre manager support, ensuring timely financial advice and compliance with the reporting requirements of the financial management system and the CIPFA Financial Management Code 2020.

To ensure there is compliance by cost centre managers to submit data in a timely way and fully and correctly use the finance reporting system so as there is a robust process for monitoring the in-year financial position on a monthly basis and reporting on that to both corporate and directorate management teams and elected members.

To lead the financial management processes of the council on a monthly basis, using the output from the Council's financial monitoring framework and to then identify and develop financial policies and options needed to deliver the council's agreed budget.

To support the corporate director for resources and S151 officer in the effective planning, monitoring and delivery of the council's financial strategies and budget.

To support the corporate director for resources and S151 officer and develop, and manage the establishment and implementation of an effective internal and Member led scrutiny and annual challenge process for the council's budget.

To ensure that the revenue, HRA and capital programme budget for the council is delivered to deadline and that the council tax can be agreed by members to time.

To ensure the council's final accounts are produced on time and meet the required legislative standards and maintain a open and positive relationship with the external auditor.

To ensure that accounting polices and practice are developed and maintained to meet new accounting requirements and to meet the changing needs of the council.

To support the corporate director of resources and S151 officer in producing the medium term and annual budget plans in line with the council's financial strategy.

To provide professional advice and guidance on financial strategy and policy developments to the Leader and Cabinet, Scrutiny and Overview Committee, General Purposes and Audit Committee, corporate and directorate management teams on financial issues.

To provide financial direction and reporting on the council's capital programme, working closely with the director of commercial investment & capital.

To be responsible for ensuring the internal cash balances of the council are effectively managed and maximised with minimum risk.

To also ensure with the corporate director of resources, that there is an effective working relationship with the council's bank and investment advisors.

To manage the treasury management function, ensuring that the council's financial position and investments are managed effectively in line with the relevant CIPFA codes of practice and provide advice and support to members and senior management on the implementation of the treasury management strategy.

To ensure the payments, revenues, benefits and debt service delivers monies due to the council and provide effective support, information and advice to those residents and businesses struggling to pay.

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

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

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

### **Strategy**

To take a "one Council" approach to deliver more effective outcomes and at all times avoid a silo-ed, single directorate or service area approach.

To actively seek out and learn from external good practice and bring those new ideas and ways of working into service development and delivery.

To ensure the council listens to and engages residents in the development of ideas, strategies and policies and that co-design and co-production approaches are implemented throughout the directorate.

To contribute fully to the development and implementation of all corporate strategies, the Croydon Renewal Improvement Plan and the council's priorities and ways of working and to act as a project or programme senior responsible owner to lead and ensure the implementation of specific corporate projects as required.

To actively promote the council's priorities and ways of working and the council's leadership framework and values to ensure they are delivered throughout the organisation.

### **Service quality**

To fulfil the best value duty requirements as established by the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which the directorate's functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

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

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

To maintain an up to date knowledge of relevant legislation as applicable to the directorate and to the overall council.

To build effective partnerships to harness public, private, voluntary sector and community resources that can help deliver the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To be the council's (officer level) lead representative in a number of partnerships.

To work collaboratively with the trade unions to improve services and solve problems in a coherent and integrated manner.

### **Performance**

To lead and direct the services within the directorate in order to ensure that they deliver effective and efficient services, that they set and achieve high standards of performance, that they provide best value and that the overall budgets are managed and controlled within the funding envelope agreed.

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

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

To ensure the effective management of data and security of information received and used within the directorate, to comply with the relevant legislation such as GDPR and the Freedom of Information Act, recognising that the council wishes to operate in the most open and transparent way.

### **Resource management**

To lead and direct an effective divisional management team.

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

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

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

### **Leadership and Culture**

To lead within the directorate and across the council, the change that is needed in order to ensure that adult social care services play their full part in achieving the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To act at all times in ways that create a fully inclusive workplace and operating culture, proactively seeking ways to ensure staff feel valued and that they all belong.

To seek ways to harness and fully develop the potential of staff working in the directorate and develop their talent.

To demonstrate through personal behaviour, active listening to staff and residents in ways that will help rebuild the relationship with the residents of Croydon and seeking out the resident voice to guide and advise the council in its' actions and decision making.

To model the behaviours required of all staff in terms of equality, ethical behaviour, empathy, effective governance, effective internal control, transparency, and openness.

### **Leadership Framework**

The council's leadership framework follows the principles of a competency framework and all staff are expected to demonstrate these.

**Developing Oneself** – You demonstrate the values every day, you are passionate about the services you lead and deliver the vision and outcomes of Croydon Council. You are inspirational and engage others through personal leadership making the vision understandable to everyone.

**Inspiring and Developing People** – You identify talent and develop their capability to ensure a committed and motivated workforce, you create a culture based on the corporate values and ensure staff and stakeholders deliver a desired outcome.

**Collaborating and Influencing for Results** – You are challenging and innovative in your approach to driving high standards and value for money, you trust and respect staff and partners and empower them to be courageous to try new approaches.

**Enabling and Facilitating the Community** – You create effective collaboration between stakeholders, establish relationships and understand others perspectives. You are open and honest with others. You build a shared sense of purpose across Croydon, ensuring delivery and a collective use of resources

### **Corporate Values**

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



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

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

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

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

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

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

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

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

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

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



## CROYDON COUNCIL - Job Description

<b>Job title:</b> Director of Housing - Estates and Improvement	<b>Service Area:</b> Housing - Estates and Improvement	
<b>Directorate:</b> Housing	<b>Post Number</b> From Oracle	<b>Evaluation Number:</b> From JE system
<b>Grade:</b> 3	<b>Date issued:</b> June 2021 FINAL	

### **Croydon Council's priorities**

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

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

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

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

### **Croydon Council's new ways of working**

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

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

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

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



## Overall purpose of role

As a member of the council's senior management, **the Director of Housing – Estates & Improvement** will work collaboratively with other directors in the housing directorate, with corporate directors and directors in other directorates, and with the chief executive to deliver the Croydon Renewal Improvement Plan, the council's priorities and ways of working and a financially sustainable budget by March 2024.

**The Director of Housing – Estates & Improvement** leads the new division of estates & improvement, drawing together the housing services across the council into 2 new teams to focus on responsive repairs, planned maintenance and safety, housing service delivery and planning and to promote the council's corporate competencies and values through day-to-day managerial behaviours.

The **Director of Housing – Estates & Improvement** will provide high quality professional advice to the corporate director of housing, the chief executive, Leader and Cabinet, the Scrutiny and Overview Committee, and any other external bodies on all housing services related to the functions of the council.

**Reports to:** corporate director housing

**Responsible for:** responsive repairs, preventative maintenance, delivery of the HRA capital programme, housing service planning and delivery and manage the relationship with Croydon Affordable Homes.

### Job context:

This post holder is an office holder under the Safeguarding Vulnerable Groups Act 2006 and will be engaged in regulated activity by virtue of undertaking the role and will come within the scope of the Disclosure and Barring Service.

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

#### 1.1 Selflessness

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

#### 1.2 Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

### **1.3 Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

### **1.4 Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

### **1.5 Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

### **1.6 Honesty**

Holders of public office should be truthful.

### **1.7 Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

The post holder has line management responsibility for 2 direct reports and responsibility for all staff in the division and is accountable and responsible for the services delivered.

The post holder is accountable for the estates & improvement services **£ XXm** budget and will deliver services and the associated savings programme and transformation projects within that budget envelope.

The post holder will ensure the financial probity and competence of financial management across the division and that effective arrangements are in place to meet legislative and statutory requirements in relation to financial management and internal control.

The post holder is jointly accountable with the corporate management team and all senior management for the delivery of the council's equality strategy 2021-2024 and action plan and will personally lead elements of it and champion it overall.

The post holder will ensure the corporate parenting responsibilities for the council's looked after children and care leavers are fulfilled in accordance with the Children and Social Work Act 2017.

The post holder will enable staff in the division to lead cross-council projects on issues as defined by Cabinet. A limited number of reviews per year will tackle complex priority issues and also enable new skills and experiences to be developed by staff to aid their future career development.

The post holder will participate in the council's emergency arrangements as an on-call member and will fully participate in gold and silver arrangements as required, which may require chairing the formal council meetings.

The post holder will ensure that all relevant health & safety legislation and the council's health & safety requirements are reasonably complied with.

The post holder will be required to operate within any relevant delegations as detailed in the council's scheme of delegation of the council's constitution.

The post holder will be required to work some evenings, weekends and occasional public holidays in order to meet service requirements and to ensure appropriate representation of the council with residents, the Leader and Cabinet and all elected Members and external bodies.

This is a politically restricted post under the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990. The individual holding this post cannot have any active political role.

Politically restricted employees are prohibited from:

- standing for office as local councillors, MPs, MEPs, Members of the Welsh Assembly or Members of the Scottish Parliament,
- canvassing on behalf of a political party or a person who is, or seeks to be, a candidate, and
- speaking to the public at large or publishing any written or artistic work that could give the impression of advocating support for a political party.

### **Accountabilities – Director of Estates and Improvement**

To deliver a high quality service to residents in council homes, ensuring a high quality responsive repairs service and a longer term estates and properties capital investment improvement plan is in place.

To deliver the longer term planning for new housing stock across the borough.

To produce the 30 year HRA Business Plan for planned investments and improvements of the estate.

To lead and direct the management of the council's housing estate ensuring that financial, social and community considerations and the residents' voices inform a strategic approach.

To ensure effective management of health, safety & environmental matters for the Council's housing estate.

To provide a decent safe, warm, dry and affordable home for every local resident who qualifies for housing support from the council.

To provide advice and guidance to the Council on all aspects of health, safety housing estate matters and to ensure legislative compliance with all health and safety requirements

To manage the contracts for repairs, capital works and any other major contracts.

To lead sustainable development policies and initiatives to ensure that Government reduction targets are met from utilities conservation and maximum energy efficiency for the future.

To manage the relationship with Croydon Affordable Homes.

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

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

### **Strategy**

To take a "one Council" approach to deliver more effective outcomes and at all times avoid a silo-ed, single directorate or service area approach.

To actively seek out and learn from external good practice and bring those new ideas and ways of working into service development and delivery.

To ensure the council listens to and engages residents in the development of ideas, strategies and policies and that co-design and co-production approaches are implemented throughout the directorate.

To contribute fully to the development and implementation of all corporate strategies, the Croydon Renewal Improvement Plan and the council's priorities and ways of working and to act as a project or programme senior responsible owner to lead and ensure the implementation of specific corporate projects as required.

To actively promote the council's priorities and ways of working and the council's leadership framework and values to ensure they are delivered throughout the organisation.

## **Service quality**

To fulfil the best value duty requirements as established by the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which the directorate's functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

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

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

To maintain an up to date knowledge of relevant legislation as applicable to the directorate and to the overall council.

To build effective partnerships to harness public, private, voluntary sector and community resources that can help deliver the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To be the council's (officer level) lead representative in a number of partnerships.

To work collaboratively with the trade unions to improve services and solve problems in a coherent and integrated manner.

## **Performance**

To lead and direct the services within the directorate in order to ensure that they deliver effective and efficient services, that they set and achieve high standards of performance, that they provide best value and that the overall budgets are managed and controlled within the funding envelope agreed.

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

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

To ensure the effective management of data and security of information received and used within the directorate, to comply with the relevant legislation such as GDPR and the Freedom of Information Act, recognising that the council wishes to operate in the most open and transparent way.

## **Resource management**

To lead and direct an effective directorate management team.

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

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

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

## **Leadership and Culture**

To lead within the directorate and across the council, the change that is needed in order to ensure that adult social care services play their full part in achieving the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To act at all times in ways that create a fully inclusive workplace and operating culture, proactively seeking ways to ensure staff feel valued and that they all belong.

To seek ways to harness and fully develop the potential of staff working in the directorate and develop their talent.

To demonstrate through personal behaviour, active listening to staff and residents in ways that will help rebuild the relationship with the residents of Croydon and seeking out the resident voice to guide and advise the council in its' actions and decision making.

To model the behaviours required of all staff in terms of equality, ethical behaviour, empathy, effective governance, effective internal control, transparency, and openness.

## **Leadership Framework**

The council's leadership framework follows the principles of a competency framework and all staff are expected to demonstrate these.

**Developing Oneself** – You demonstrate the values every day, you are passionate about the services you lead and deliver the vision and outcomes of Croydon Council. You are inspirational and engage others through personal leadership making the vision understandable to everyone.

**Inspiring and Developing People** – You identify talent and develop their capability to ensure a committed and motivated workforce, you create a culture based on the corporate values and ensure staff and stakeholders deliver a desired outcome.

**Collaborating and Influencing for Results** – You are challenging and innovative in your approach to driving high standards and value for money, you trust and respect staff and partners and empower them to be courageous to try new approaches.

**Enabling and Facilitating the Community** – You create effective collaboration between stakeholders, establish relationships and understand others perspectives. You are open and honest with others. You build a shared sense of purpose across Croydon, ensuring delivery and a collective use of resources

### Corporate Values

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



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

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

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

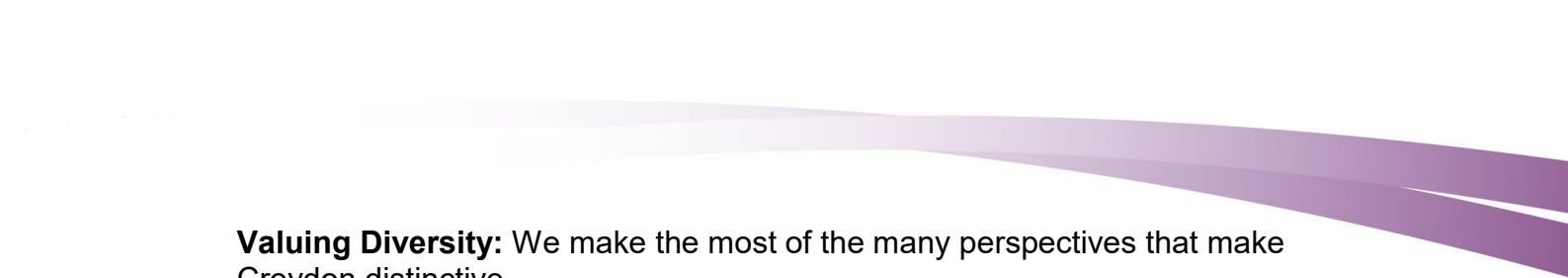
- You are proud to be part of the wider Croydon and the contribution you and your teams make to it. You make a difference to people's lives through engagement and you strive to get the best possible value for money for customers.

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

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

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

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



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

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



## CROYDON COUNCIL - Job Description

<b>Job title:</b> Director of Housing - Resident Engagement and Allocations	<b>Service Area:</b> Housing - Resident Engagement and Allocations	
<b>Directorate:</b> Housing	<b>Post Number</b> From Oracle	<b>Evaluation Number:</b> From JE system
<b>Grade:</b> 3	<b>Date issued:</b> June 2021 FINAL	

### **Croydon Council's priorities**

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

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

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

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

### **Croydon Council's new ways of working**

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

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

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

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

## Overall purpose of role

As a member of the council's senior management, **the Director of Housing - Resident Engagement and Allocations** will work collaboratively with other directors in the housing directorate, with corporate directors and directors in other directorates, and with the chief executive to deliver the Croydon Renewal Improvement Plan, the council's priorities and ways of working and a financially sustainable budget by March 2024.

**The Director of Housing - Resident Engagement and Allocations** leads the new division of resident engagement & allocations, drawing together the housing services across the council into 3 new teams to focus on homelessness and assessments, lettings and income and tenancy and resident engagement to promote the council's corporate competencies and values through day-to-day managerial behaviours.

The **Director of Housing - Resident Engagement and Allocations** will provide high quality professional advice to the corporate director of housing, the chief executive, Leader and Cabinet, the Scrutiny and Overview Committee, and any other external bodies on all housing services related to the functions of the council.

**Reports to:** corporate director housing

**Responsible for:** resident engagement, allocations and solutions, homelessness assessment, temporary accommodation, placements, lettings, tenancies and income collection.

### Job context:

This post holder is an office holder under the Safeguarding Vulnerable Groups Act 2006 and will be engaged in regulated activity by virtue of undertaking the role and will come within the scope of the Disclosure and Barring Service.

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

#### 1.1 Selflessness

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

#### 1.2 Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

### **1.3 Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

### **1.4 Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

### **1.5 Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

### **1.6 Honesty**

Holders of public office should be truthful.

### **1.7 Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

The post holder has line management responsibility for 3 direct reports and responsibility for all staff in the resident engagement & allocations division and is accountable and responsible for the services delivered.

The post holder is accountable for the resident engagement & allocations services £ XXm budget and will deliver services and the associated savings programme and transformation projects within that budget envelope.

The post holder will ensure the financial probity and competence of financial management across the division and that effective arrangements are in place to meet legislative and statutory requirements in relation to financial management and internal control.

The post holder is jointly accountable with the corporate management team and all senior management for the delivery of the council's equality strategy 2021-2024 and action plan and will personally lead elements of it and champion it overall.

The post holder will ensure the corporate parenting responsibilities for the council's looked after children and care leavers are fulfilled in accordance with the Children and Social Work Act 2017.

The post holder will enable staff in the division to lead cross-council projects on issues as defined by Cabinet. A limited number of reviews per year will tackle complex priority issues and also enable new skills and experiences to be developed by staff to aid their future career development.

The post holder will participate in the council's emergency arrangements as an on-call member and will fully participate in gold and silver arrangements as required, which may require chairing the formal council meetings.

The post holder will ensure that all relevant health & safety legislation and the council's health & safety requirements are reasonably complied with.

The post holder will be required to operate within any relevant delegations as detailed in the council's scheme of delegation of the council's constitution.

The post holder will be required to work some evenings, weekends and occasional public holidays in order to meet service requirements and to ensure appropriate representation of the council with residents, the Leader and Cabinet and all elected Members and external bodies.

This is a politically restricted post under the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990. The individual holding this post cannot have any active political role.

Politically restricted employees are prohibited from:

- standing for office as local councillors, MPs, MEPs, Members of the Welsh Assembly or Members of the Scottish Parliament,
- canvassing on behalf of a political party or a person who is, or seeks to be, a candidate, and
- speaking to the public at large or publishing any written or artistic work that could give the impression of advocating support for a political party.

### **Accountabilities – Director of Housing, Resident Engagement and Allocations**

To manage the division, ensuring that the development and transformation of services to meet the new budget envelope in the medium term financial strategy 2021-2024 is delivered.

To deliver a high quality new integrated housing service which is respectful and responsive to our tenants and leaseholders, managing all residential lettings regardless of tenure and funding base ( HRA or GF) .

To work closely with the Director of Housing - Estates and Improvement on the council's approach to increasing the supply of affordable homes and be a required consultee on decisions relating to the council's housing and asset development land to ensure delivery of housing targets and to participate in

the delivery of an effective, value for money HRA business plan with a focus on preventative maintenance.

To secure appropriate housing need arrangements for homeless people and to minimise the use of temporary accommodation including by maintaining the housing and transfer register, promoting housing mobility and allocating council and housing association homes to people in housing need.

Ensure the safe, effective and efficient delivery of the homelessness prevention grant and deliver the No Recourse to Public Funds (NRPF) service.

To ensure the cost effective and efficient provision of major aids and adaptations for disabled people.

To lead for the directorate on the South West London Housing Partnership

To ensure the development of the service with new housing strategies and policies in particular on homelessness, overcrowding and allocations, ensure resident involvement and consultation and tenant and leasehold scrutiny is supported.

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

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

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

### **Strategy**

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

To actively seek out and learn from external good practice and bring those new ideas and ways of working into service development and delivery.

To ensure the council listens to and engages residents in the development of ideas, strategies and policies and that co-design and co-production approaches are implemented throughout the directorate.

To contribute fully to the development and implementation of all corporate strategies, the Croydon Renewal Improvement Plan and the council's priorities and ways of working and to act as a project or programme senior responsible owner to lead and ensure the implementation of specific corporate projects as required.

To actively promote the council's priorities and ways of working and the council's leadership framework and values to ensure they are delivered throughout the organisation.

### **Service quality**

To fulfil the best value duty requirements as established by the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which the directorate's functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

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

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

To maintain an up to date knowledge of relevant legislation as applicable to the directorate and to the overall council.

To build effective partnerships to harness public, private, voluntary sector and community resources that can help deliver the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To be the council's (officer level) lead representative in a number of partnerships.

To work collaboratively with the trade unions to improve services and solve problems in a coherent and integrated manner.

### **Performance**

To lead and direct the services within the directorate in order to ensure that they deliver effective and efficient services, that they set and achieve high standards of performance, that they provide best value and that the overall budgets are managed and controlled within the funding envelope agreed.

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

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

To ensure the effective management of data and security of information received and used within the directorate, to comply with the relevant

legislation such as GDPR and the Freedom of Information Act, recognising that the council wishes to operate in the most open and transparent way.

### **Resource management**

To lead and direct an effective directorate management team.

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

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

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

### **Leadership and Culture**

To lead within the directorate and across the council, the change that is needed in order to ensure that adult social care services play their full part in achieving the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To act at all times in ways that create a fully inclusive workplace and operating culture, proactively seeking ways to ensure staff feel valued and that they all belong.

To seek ways to harness and fully develop the potential of staff working in the directorate and develop their talent.

To demonstrate through personal behaviour, active listening to staff and residents in ways that will help rebuild the relationship with the residents of Croydon and seeking out the resident voice to guide and advise the council in its' actions and decision making.

To model the behaviours required of all staff in terms of equality, ethical behaviour, empathy, effective governance, effective internal control, transparency, and openness.

### **Leadership Framework**

The council's leadership framework follows the principles of a competency framework and all staff are expected to demonstrate these.

**Developing Oneself** – You demonstrate the values every day, you are passionate about the services you lead and deliver the vision and outcomes of Croydon Council. You are inspirational and engage others through personal leadership making the vision understandable to everyone.

**Inspiring and Developing People** – You identify talent and develop their

capability to ensure a committed and motivated workforce, you create a culture based on the corporate values and ensure staff and stakeholders deliver a desired outcome.

**Collaborating and Influencing for Results** – You are challenging and innovative in your approach to driving high standards and value for money, you trust and respect staff and partners and empower them to be courageous to try new approaches.

**Enabling and Facilitating the Community** – You create effective collaboration between stakeholders, establish relationships and understand others perspectives. You are open and honest with others. You build a shared sense of purpose across Croydon, ensuring delivery and a collective use of resources

### Corporate Values

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



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

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

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

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

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

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

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



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

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

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

## CROYDON COUNCIL - Job Description

<b>Job title:</b> Director of Human Resources	<b>Service Area:</b> Human Resources	
<b>Directorate:</b> Assistant Chief Executive	<b>Post Number</b> From Oracle	<b>Evaluation Number:</b> From JE system
<b>Grade:</b> 1	<b>Date issued:</b> June 2021 FINAL	

### **Croydon Council's priorities**

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

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

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

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

### **Croydon Council's new ways of working**

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

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

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

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

## Overall purpose of role

As a member of the council's senior management, the **Director of Human Resources** will work collaboratively with other directors in the assistant chief executive's directorate, with corporate directors and directors in other directorates, and with the chief executive to deliver the Croydon Renewal Improvement Plan, the council's priorities and ways of working and a financially sustainable budget by March 2024.

The **Director of Human Resources** will directly lead and manage a portfolio of human resources services and promote the council's corporate competencies and values through day-to-day managerial behaviours.

The **Director of Human Resources** will provide high quality professional advice to the assistant chief executive, the chief executive, Leader and Cabinet, the Scrutiny and Overview Committee, the Appointments Committee and any other external bodies on all matters related to human resources and organisational development functions of the council.

**Reports to:** assistant chief executive

**Responsible for:** human resources policy, corporate employment law, local collective bargaining and relationships with the recognised trade unions, employee welfare and occupational health, finance service centre, recruitment function, human resources performance data and intelligence.

### **Job context:**

This post holder is an office holder under the Safeguarding Vulnerable Groups Act 2006 and will be engaged in regulated activity by virtue of undertaking the role and will come within the scope of the Disclosure and Barring Service.

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

#### **1.1 Selflessness**

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

#### **1.2 Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

#### **1.3 Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

#### **1.4 Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

#### **1.5 Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

#### **1.6 Honesty**

Holders of public office should be truthful.

#### **1.7 Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

The post holder has line management responsibility for 5 direct reports and responsibility for all staff in the human resources division and is accountable and responsible for the human resources services delivered.

The post holder is accountable for the human resources **£ XXm** budget and will deliver services and the associated savings programme and transformation projects within that budget envelope.

The post holder will ensure the financial probity and competence of financial management across the human resources division and that effective arrangements are in place to meet legislative and statutory requirements in relation to financial management and internal control.

The post holder is jointly accountable with the corporate management team and all senior management for the delivery of the council's equality strategy 2021-2024 and action plan and will personally lead elements of it and champion it overall.

The post holder will ensure the corporate parenting responsibilities for the council's looked after children and care leavers are fulfilled in accordance with the Children and Social Work Act 2017.

The post holder will enable staff in the division to lead cross-council projects on issues as defined by Cabinet. A limited number of reviews per year will tackle complex priority issues and also enable new skills and experiences to be developed by staff to aid their future career development.

The post holder will participate in the council's emergency arrangements as an on-call member and will fully participate in gold and silver arrangements as required, which may require chairing the formal council meetings.

The post holder will ensure that all relevant health & safety legislation and the council's health & safety requirements are reasonably complied with.

The post holder will be required to operate within any relevant delegations as detailed in the council's scheme of delegation of the council's constitution.

The post holder will be required to work some evenings, weekends and occasional public holidays in order to meet service requirements and to ensure appropriate representation of the council with residents, the Leader and Cabinet and all elected Members and external bodies.

This is a politically restricted post under the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990. The individual holding this post cannot have any active political role.

Politically restricted employees are prohibited from:

- standing for office as local councillors, MPs, MEPs, Members of the Welsh Assembly or Members of the Scottish Parliament,
- canvassing on behalf of a political party or a person who is, or seeks to be, a candidate, and
- speaking to the public at large or publishing any written or artistic work that could give the impression of advocating support for a political party.

### **Accountabilities – Director of Human Resources**

To manage the division, ensuring that the development and transformation of services to meet the new budget envelope in the medium term financial strategy 2021-2024 is delivered.

To manage the delivery of human resources, HR policy development, employee welfare and occupational health, employee relations, recruitment, workforce planning, workforce metrics and associated services to increase the effectiveness of the Council.

To be responsible for the management and provision of employment law advice to the council in collaboration with the legal division

To be responsible for the delivery of a high quality best practice employee relations service.

To work closely with the corporate directors of adult social care & health and children, young people and education to ensure effective workforce planning and development to raise the quality of the service.

To lead on and ensure effective working relationships with the council's recognised trade unions and conduct any localised collective bargaining.

To advise on complex employment relations cases when the HR business partners need additional support

To ensure the HR business partner directorate leads fully support the relevant corporate director / assistant chief executive and provide efficient and effective support to the directorate management teams.

To record the key metrics of the employee population and relevant employee relations activities and provide analytical reports on a regular basis to the corporate and directorate management teams and to relevant member fora.

To ensure there is continuous improvement of recruitment and retention policies; promoting Croydon as an employer of choice and deliver the best practice in recruitment to attract the most diverse and talented field of applicants possible and to ensure confidence in the equality of outcomes for applicants.

To actively seek out best practice in human resources from other sectors to enable Croydon to continuously improve.

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

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

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

### **Strategy**

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

To actively seek out and learn from external good practice and bring those new ideas and ways of working into service development and delivery.

To ensure the council listens to and engages residents in the development of ideas, strategies and policies and that co-design and co-production approaches are implemented throughout the directorate.

To contribute fully to the development and implementation of all corporate strategies, the Croydon Renewal Improvement Plan and the council’s priorities and ways of working and to act as a project or programme senior responsible owner to lead and ensure the implementation of specific corporate projects as required.

To actively promote the council's priorities and ways of working and the council's leadership framework and values to ensure they are delivered throughout the organisation.

### **Service quality**

To fulfil the best value duty requirements as established by the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which the directorate's functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

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

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

To maintain an up to date knowledge of relevant legislation as applicable to the directorate and to the overall council.

To build effective partnerships to harness public, private, voluntary sector and community resources that can help deliver the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To be the council's (officer level) lead representative in a number of partnerships.

To work collaboratively with the trade unions to improve services and solve problems in a coherent and integrated manner.

### **Performance**

To lead and direct the services within the directorate in order to ensure that they deliver effective and efficient services, that they set and achieve high standards of performance, that they provide best value and that the overall budgets are managed and controlled within the funding envelope agreed.

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

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

To ensure the effective management of data and security of information received and used within the directorate, to comply with the relevant

legislation such as GDPR and the Freedom of Information Act, recognising that the council wishes to operate in the most open and transparent way.

### **Resource management**

To lead and direct an effective directorate management team.

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

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

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

### **Leadership and Culture**

To lead within the directorate and across the council, the change that is needed in order to ensure that adult social care services play their full part in achieving the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To act at all times in ways that create a fully inclusive workplace and operating culture, proactively seeking ways to ensure staff feel valued and that they all belong.

To seek ways to harness and fully develop the potential of staff working in the directorate and develop their talent.

To demonstrate through personal behaviour, active listening to staff and residents in ways that will help rebuild the relationship with the residents of Croydon and seeking out the resident voice to guide and advise the council in its' actions and decision making.

To model the behaviours required of all staff in terms of equality, ethical behaviour, empathy, effective governance, effective internal control, transparency, and openness.

### **Leadership Framework**

The council's leadership framework follows the principles of a competency framework and all staff are expected to demonstrate these.

**Developing Oneself** – You demonstrate the values every day, you are passionate about the services you lead and deliver the vision and outcomes of Croydon Council. You are inspirational and engage others through personal leadership making the vision understandable to everyone.

**Inspiring and Developing People** – You identify talent and develop their



capability to ensure a committed and motivated workforce, you create a culture based on the corporate values and ensure staff and stakeholders deliver a desired outcome.

**Collaborating and Influencing for Results** – You are challenging and innovative in your approach to driving high standards and value for money, you trust and respect staff and partners and empower them to be courageous to try new approaches.

**Enabling and Facilitating the Community** – You create effective collaboration between stakeholders, establish relationships and understand others perspectives. You are open and honest with others. You build a shared sense of purpose across Croydon, ensuring delivery and a collective use of resources

### Corporate Values

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



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

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

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

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

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

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

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

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

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

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

## CROYDON COUNCIL - Job Description

<b>Job title:</b> Director of Legal Services and Monitoring Officer and Proper Officer	<b>Service Area:</b> Legal Services	
<b>Directorate:</b> Resources	<b>Post Number</b> From Oracle	<b>Evaluation Number:</b> From JE system
<b>Grade:</b> 2	<b>Date issued:</b> June 2021 FINAL	

### **Croydon Council's priorities**

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

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

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

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

### **Croydon Council's new ways of working**

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

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

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

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

## Overall purpose of role

As a member of the council's senior management, the **Director of Legal Services** will work collaboratively with other directors in the Resources Directorate, with corporate directors and directors in other directorates, and with the chief executive to deliver the Croydon Renewal Improvement Plan, the council's priorities and ways of working and a financially sustainable budget by March 2024.

The **Director of Legal Services** will be the council's chief legal officer responsible for the provision of all legal services to the council and ensures the council remains in compliance with the law and best practice, the governance function of the council and promote the council's corporate competencies and values through day-to-day managerial behaviours.

The **Director of Legal Services** will provide high quality professional advice to the corporate director of resources, the chief executive, Leader and Cabinet, the Scrutiny and Overview Committee and any other external bodies of the council.

**Reports to:** corporate director for resources and a "dotted line" reporting relationship to the chief executive

**Responsible for:** legal services and the statutory monitoring officer function and democratic & scrutiny services.

### Job context:

The post holder holds the statutory post of Monitoring Officer (MO) in accordance with section 5 of the Local Government and Housing Act 1989.

The post holder holds the role of the council's Proper Officer in accordance with the Local Government Act 1972.

This post holder is an office holder under the Safeguarding Vulnerable Groups Act 2006 and will be engaged in regulated activity by virtue of undertaking the role and will come within the scope of the Disclosure and Barring Service.

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

#### 1.1 Selflessness

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

#### 1.2 Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not

act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

### **1.3 Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

### **1.4 Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

### **1.5 Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

### **1.6 Honesty**

Holders of public office should be truthful.

### **1.7 Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

The post holder has line management responsibility for 5 direct reports and responsibility for all staff in the legal services division and is accountable and responsible for the legal and other services delivered.

The post holder is accountable for the legal services £ XXm budget and will deliver services and the associated savings programme and transformation projects within that budget envelope.

The post holder will ensure the financial probity and competence of financial management across the legal services division and that effective arrangements are in place to meet legislative and statutory requirements in relation to financial management and internal control.

The post holder is jointly accountable with the corporate management team and all senior management for the delivery of the council's equality strategy 2021-2024 and action plan and will personally lead elements of it and champion it overall.

The post holder will ensure the corporate parenting responsibilities for the council's looked after children and care leavers are fulfilled in accordance with the Children and Social Work Act 2017.

The post holder will enable staff in the division to lead cross-council projects on issues as defined by Cabinet. A limited number of reviews per year will tackle complex priority issues and also enable new skills and experiences to be developed by staff to aid their future career development.

The post holder will participate in the council's emergency arrangements as an on-call member and will fully participate in gold and silver arrangements as required, which may require chairing the formal council meetings.

The post holder will ensure that all relevant health & safety legislation and the council's health & safety requirements are reasonably complied with.

The post holder will be required to operate within any relevant delegations as detailed in the council's scheme of delegation of the council's constitution.

The post holder will be required to work some evenings, weekends and occasional public holidays in order to meet service requirements and to ensure appropriate representation of the council with residents, the Leader and Cabinet and all elected Members and external bodies.

This is a politically restricted post under the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990. The individual holding this post cannot have any active political role.

Politically restricted employees are prohibited from:

- standing for office as local councillors, MPs, MEPs, Members of the Welsh Assembly or Members of the Scottish Parliament,
- canvassing on behalf of a political party or a person who is, or seeks to be, a candidate, and
- speaking to the public at large or publishing any written or artistic work that could give the impression of advocating support for a political party.

### **Accountabilities – Director of Legal Services**

To manage the division, ensuring that the development and transformation of services to meet the new budget envelope in the medium term financial strategy 2021-2024 is delivered.

As Monitoring Officer and in accordance with the council's constitution and the Monitoring Officer Protocol, ensure the constitution is maintained, that the council's decision making is lawful and reasonable, undertake investigations referred by the Ethics Committee and consider applications for dispensations of disclosable pecuniary interests.

To have a dotted line reporting relationship and direct access to the Chief Executive and the corporate management team at any time on any matter associated with the Monitoring Officer duties.

To ensure that the Council, Cabinet, Scrutiny and Overview Committee, other council committees, chief executive, corporate directors, directors and directorates are well advised on the legal implications and compliance of relevant matters in reports under consideration and full advice is given in public at member decision fora, working closely with the head of democratic services and scrutiny.

To ensure the delivery of high quality legal services to the services of the council including the procurement and management of all external legal service suppliers, and managing demand for legal services efficiently, ensuring full effective use is made of inhouse legal resources.

To be responsible for authorising the delivery of legal proceedings conducted in the name of the Council.

Working closely with the Chief Digital Officer and Director of Resident Access to maintain an appropriate relationship with the Information Commissioner and the Local Government Ombudsman and support the Chief Digital Officer and Director of Resident Access with any issues on data protection and information management.

To maintain responsibility and oversight of the operation of the council's whistleblowing policy.

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

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

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

### **Strategy**

To take a "one Council" approach to deliver more effective outcomes and at all times avoid a silo-ed, single directorate or service area approach.

To actively seek out and learn from external good practice and bring those new ideas and ways of working into service development and delivery.

To ensure the council listens to and engages residents in the development of ideas, strategies and policies and that co-design and co-production approaches are implemented throughout the directorate.

To contribute fully to the development and implementation of all corporate strategies, the Croydon Renewal Improvement Plan and the council's priorities and ways of working and to act as a project or programme senior

responsible owner to lead and ensure the implementation of specific corporate projects as required.

To actively promote the council's priorities and ways of working and the council's leadership framework and values to ensure they are delivered throughout the organisation.

### **Service quality**

To fulfil the best value duty requirements as established by the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which the directorate's functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

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

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

To maintain an up to date knowledge of relevant legislation as applicable to the directorate and to the overall council.

To build effective partnerships to harness public, private, voluntary sector and community resources that can help deliver the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To be the council's (officer level) lead representative in a number of partnerships.

To work collaboratively with the trade unions to improve services and solve problems in a coherent and integrated manner.

### **Performance**

To lead and direct the services within the directorate in order to ensure that they deliver effective and efficient services, that they set and achieve high standards of performance, that they provide best value and that the overall budgets are managed and controlled within the funding envelope agreed.

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

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



To ensure the effective management of data and security of information received and used within the directorate, to comply with the relevant legislation such as GDPR and the Freedom of Information Act, recognising that the council wishes to operate in the most open and transparent way.

### **Resource management**

To lead and direct an effective divisional management team.

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

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

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

### **Leadership and Culture**

To lead within the directorate and across the council, the change that is needed in order to ensure that adult social care services play their full part in achieving the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To act at all times in ways that create a fully inclusive workplace and operating culture, proactively seeking ways to ensure staff feel valued and that they all belong.

To seek ways to harness and fully develop the potential of staff working in the directorate and develop their talent.

To demonstrate through personal behaviour, active listening to staff and residents in ways that will help rebuild the relationship with the residents of Croydon and seeking out the resident voice to guide and advise the council in its' actions and decision making.

To model the behaviours required of all staff in terms of equality, ethical behaviour, empathy, effective governance, effective internal control, transparency, and openness.

### **Leadership Framework**

The council's leadership framework follows the principles of a competency framework and all staff are expected to demonstrate these.

**Developing Oneself** – You demonstrate the values every day, you are passionate about the services you lead and deliver the vision and outcomes

of Croydon Council. You are inspirational and engage others through personal leadership making the vision understandable to everyone.

**Inspiring and Developing People** – You identify talent and develop their capability to ensure a committed and motivated workforce, you create a culture based on the corporate values and ensure staff and stakeholders deliver a desired outcome.

**Collaborating and Influencing for Results** – You are challenging and innovative in your approach to driving high standards and value for money, you trust and respect staff and partners and empower them to be courageous to try new approaches.

**Enabling and Facilitating the Community** – You create effective collaboration between stakeholders, establish relationships and understand others perspectives. You are open and honest with others. You build a shared sense of purpose across Croydon, ensuring delivery and a collective use of resources

### Corporate Values

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



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

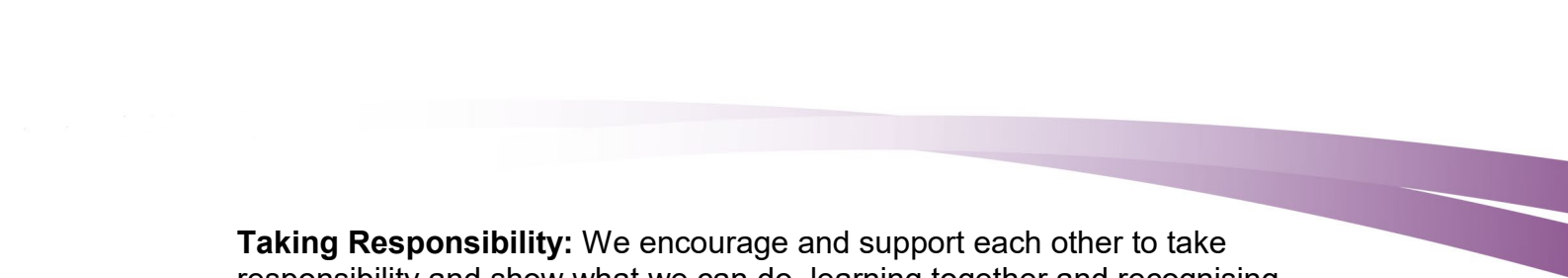
- You are strategically innovative in your approach to building and maintaining partnerships and you and your teams act in a joint enterprise with them. You use your contacts and colleagues to bring teams together.

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

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

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

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



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

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

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

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

## CROYDON COUNCIL - Job Description

<b>Job title:</b> Director of Planning & Sustainable Regeneration and Chief Planning Officer	<b>Service Area:</b> Planning & Sustainable Regeneration	
<b>Directorate:</b> Sustainable Communities, Regeneration & Economic Recovery	<b>Post Number</b> From Oracle	<b>Evaluation Number:</b> From JE system
<b>Grade:</b> 3	<b>Date issued:</b> June 2021 FINAL	

### **Croydon Council's priorities**

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

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

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

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

### **Croydon Council's new ways of working**

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

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

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

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

### **Overall purpose of role**

As a member of the council's senior management, **the Director of Planning & Sustainable Regeneration and Chief Planning Officer** will work collaboratively with other directors in the sustainable communities, regeneration and economic recovery directorate, with corporate directors and directors in other directorates, and with the chief executive to deliver the Croydon Renewal Improvement Plan, the council's priorities and ways of working and a financially sustainable budget by March 2024.

The **Director of Planning & Sustainable Regeneration and Chief Planning Officer** will be responsible for planning and sustainable regeneration activities including spatial and strategic transport planning, creating inclusive communities, district centres development & housing led regeneration, building control, development management, economic recovery, post -16 job skilling and employment opportunities and promoting the council's corporate competencies and values through day-to-day managerial behaviours.

The **Director of Planning & Sustainable Regeneration and Chief Planning Officer** will provide high quality professional advice to the corporate director of sustainable communities, regeneration and economic recovery, the chief executive, Leader and Cabinet, the Scrutiny and Overview Committee and any other external bodies on all planning & regeneration matters related to the functions of the council.

**Reports to:** corporate director of sustainable communities, regeneration and economic recovery

**Responsible for:** strategic planning, development management, building control, strategic transport planning, spatial planning, growth zone, infrastructure investment, sustainable regeneration of the borough and district centres, SME and business growth, CALAT and post -16 adult and vocational skills, Croydon Works and apprenticeships.

### **Job context:**

The role is designated as chief planning officer of the local planning authority and is the lead contact with the Ministry of Housing, Communities and Local Government for all planning related engagement and correspondence.

The post holder is the accountable officer for the provision of, or advice on decision making in respect of, the legal discharge of all council planning, building control, highways/transportation statutory responsibilities in line with relevant Government legislation.

This post holder is an office holder under the Safeguarding Vulnerable Groups Act 2006 and will be engaged in regulated activity by virtue of undertaking the role and will come within the scope of the Disclosure and Barring Service.

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

**1.1 Selflessness**

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

**1.2 Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

**1.3 Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

**1.4 Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

**1.5 Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

**1.6 Honesty**

Holders of public office should be truthful.

**1.7 Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

The post holder has line management responsibility for 6 direct reports and responsibility for all staff in the planning and sustainable regeneration division and is accountable and responsible for those services delivered.

The post holder is accountable for the planning and sustainable regeneration **£ XXm** budget and will deliver services and the associated savings programme and transformation projects within that budget envelope.

The post holder will ensure the financial probity and competence of financial management across the division and that effective arrangements are in place to meet legislative and statutory requirements in relation to financial management and internal control.

The post holder is jointly accountable with the corporate management team and all senior management for the delivery of the council's equality strategy 2021-2024 and action plan and will personally lead elements of it and champion it overall.

The post holder will ensure the corporate parenting responsibilities for the council's looked after children and care leavers are fulfilled in accordance with the Children and Social Work Act 2017.

The post holder will enable staff in the division to lead cross-council projects on issues as defined by Cabinet. A limited number of reviews per year will tackle complex priority issues and also enable new skills and experiences to be developed by staff to aid their future career development.

The post holder will participate in the council's emergency arrangements as an on-call member and will fully participate in gold and silver arrangements as required, which may require chairing the formal council meetings.

The post holder will ensure that all relevant health & safety legislation and the council's health & safety requirements are reasonably complied with.

The post holder will be required to operate within any relevant delegations as detailed in the council's scheme of delegation of the council's constitution.

The post holder will be required to work some evenings, weekends and occasional public holidays in order to meet service requirements and to ensure appropriate representation of the council with residents, the Leader and Cabinet and all elected Members and external bodies.

This is a politically restricted post under the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990. The individual holding this post cannot have any active political role.

Politically restricted employees are prohibited from:

- standing for office as local councillors, MPs, MEPs, Members of the Welsh Assembly or Members of the Scottish Parliament,
- canvassing on behalf of a political party or a person who is, or seeks to be, a candidate, and
- speaking to the public at large or publishing any written or artistic work that could give the impression of advocating support for a political party.

## **Accountabilities – Director of Planning and Sustainable Regeneration**

To manage the division, ensuring that the development and transformation of services to meet the new budget envelope in the medium term financial strategy 2021-2024 is delivered.

To advise members on the overall strategic direction of the council's planning and related services.

To oversee the development and implementation of corporate planning standards, processes and procedures ensuring they support the achievement of the council's priorities, ways of working and statutory responsibilities.

To ensure that policies agreed by the council meet statutory and legal planning requirements.

To deliver the functions and duties under delegated authority in relation to planning, building control and community infrastructure levy and work closely with the director of finance and other directors in its administration and expenditure.

To provide specialist planning advice and input to corporate initiatives and projects.

To ensure the provision of professional planning advice that balances competing environmental, social and economic considerations in a coherent sustainable and sensitive manner.

To promote, develop and maintain a high degree of professional competence in and understanding of emerging planning and strategic land use legislation, regulatory frameworks and best practice, and to ensure appropriate levels of understanding throughout the service.

To ensure the delivery of a high quality and commercially competitive building control service that meets resident and developer's needs and delivers its income targets and discharges its responsibilities under legislation including the provision of a 365 day a year / 24 hours a day dangerous structures response service.

To engage with local residents, developers, local business and pan London, government and any other bodies on strategic transport issues and plans to ensure the borough's best interests are represented at a local, sub regional and national level with regards to policy development and funding.

To ensure effective, timely and meaningful community consultation and engagement with residents, applicants and developers in all aspects of the planning, strategic transport and building control service building a relationship of confidence and trust in the outcomes reached on applications.



To communicate and explain the planning system to all residents, businesses and developers and other stakeholders with the aim that they can understand its parameters and purpose and to facilitate positive engagement throughout the process with the desired outcome of a result that all those involved feel they have been listened to and heard and assessed fairly.

To ensure the delivery of the Croydon Growth Zone programme on district centre development and housing led regeneration to unlock growth and investment in the borough and the wider sub-region and ensure its aims are focused on emerging needs in the light of the pandemic and its effect on the national and local economy.

To ensure the maintenance of clear governance and accountability for Growth Zone funding and delivery.

To ensure any infrastructure solutions are of high design quality, meet all relevant technical requirements, best fit together in combination, are designed within available budget and to minimise ongoing maintenance and revenue costs and are phased to minimise impact on residents and businesses and in consideration of wider development proposals.

To seek to maximise any available infrastructure investment using other mechanisms and resources including community infrastructure levy (CIL), S106 and other financial instruments and ensure the successful management of specific infrastructure investment projects delivered by the Council on time and to budget.

To oversee the council's work with local SME's and build for business growth seeking to increase the number of businesses in the borough and their competitiveness.

To seek to create vibrant, diverse and sustainable district centres and working closely with the director of culture and community safety, develop cultural and community initiatives that maintain and support them.

To maximise learning & employment opportunities for Croydon residents and review approach in the light of the post pandemic impact on employment in the borough.

To ensure the development and delivery of the council's post-16 vocational skills and adult skills commissioning and delivery via CALAT to drive the best outcomes for Croydon residents in the light of the impact of the pandemic on the economy and jobs.

To work closely with the Director of Education to ensure an effective relationship on the delivery of adult education and skills via CALAT

To oversee the management of Croydon Works the council's job brokerage service and seek to maximise opportunities for adult and community learning.

To oversee the council's work on apprenticeships and work experience.

To oversee the management of the Work & Health Programme on behalf of the South London Partnership boroughs to ensure best outcomes are delivered for long term unemployed people and those with disabilities and progress towards work.

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

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

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

### **Strategy**

To take a "one Council" approach to deliver more effective outcomes and at all times avoid a silo-ed, single directorate or service area approach.

To actively seek out and learn from external good practice and bring those new ideas and ways of working into service development and delivery.

To ensure the council listens to and engages residents in the development of ideas, strategies and policies and that co-design and co-production approaches are implemented throughout the directorate.

To contribute fully to the development and implementation of all corporate strategies, the Croydon Renewal Improvement Plan and the council's priorities and ways of working and to act as a project or programme senior responsible owner to lead and ensure the implementation of specific corporate projects as required.

To actively promote the council's priorities and ways of working and the council's leadership framework and values to ensure they are delivered throughout the organisation.

### **Service quality**

To fulfil the best value duty requirements as established by the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which the directorate's functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

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

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

To maintain an up to date knowledge of relevant legislation as applicable to the directorate and to the overall council.

To build effective partnerships to harness public, private, voluntary sector and community resources that can help deliver the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To be the council's (officer level) lead representative in a number of partnerships.

To work collaboratively with the trade unions to improve services and solve problems in a coherent and integrated manner.

### **Performance**

To lead and direct the services within the directorate in order to ensure that they deliver effective and efficient services, that they set and achieve high standards of performance, that they provide best value and that the overall budgets are managed and controlled within the funding envelope agreed.

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

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

To ensure the effective management of data and security of information received and used within the directorate, to comply with the relevant legislation such as GDPR and the Freedom of Information Act, recognising that the council wishes to operate in the most open and transparent way.

### **Resource management**

To lead and direct an effective directorate management team.

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

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

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

## **Leadership and Culture**

To lead within the directorate and across the council, the change that is needed in order to ensure that adult social care services play their full part in achieving the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To act at all times in ways that create a fully inclusive workplace and operating culture, proactively seeking ways to ensure staff feel valued and that they all belong.

To seek ways to harness and fully develop the potential of staff working in the directorate and develop their talent.

To demonstrate through personal behaviour, active listening to staff and residents in ways that will help rebuild the relationship with the residents of Croydon and seeking out the resident voice to guide and advise the council in its' actions and decision making.

To model the behaviours required of all staff in terms of equality, ethical behaviour, empathy, effective governance, effective internal control, transparency, and openness.

## **Leadership Framework**

The council's leadership framework follows the principles of a competency framework and all staff are expected to demonstrate these.

**Developing Oneself** – You demonstrate the values every day, you are passionate about the services you lead and deliver the vision and outcomes of Croydon Council. You are inspirational and engage others through personal leadership making the vision understandable to everyone.

**Inspiring and Developing People** – You identify talent and develop their capability to ensure a committed and motivated workforce, you create a culture based on the corporate values and ensure staff and stakeholders deliver a desired outcome.

**Collaborating and Influencing for Results** – You are challenging and innovative in your approach to driving high standards and value for money, you trust and respect staff and partners and empower them to be courageous to try new approaches.

**Enabling and Facilitating the Community** – You create effective collaboration between stakeholders, establish relationships and understand others perspectives. You are open and honest with others. You build a shared sense of purpose across Croydon, ensuring delivery and a collective use of resources

## Corporate Values

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



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

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

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

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

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

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

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

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

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

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

## CROYDON COUNCIL - Job Description

<b>Job title:</b> Director of Policy, Programmes & Performance	<b>Service Area:</b> Policy, Programmes & Performance Management	
<b>Directorate:</b> Assistant Chief Executive	<b>Post Number</b> From Oracle	<b>Evaluation Number:</b> From JE system
<b>Grade:</b> 1	<b>Date issued:</b> June 2021	

### **Croydon Council's priorities**

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

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

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

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

### **Croydon Council's new ways of working**

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

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

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

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

## Overall purpose of role

As a member of the council's senior management, the **Director of Policy, Programmes & Performance Management** will work collaboratively with other directors in the assistant chief executive's directorate, with corporate directors and directors in other directorates, and with the chief executive to deliver the Croydon Renewal Improvement Plan, the council's priorities and ways of working and a financially sustainable budget by March 2024.

The **Director of Policy, Programmes & Performance Management** will be the head of profession for programme and project management, and will directly lead and manage a portfolio of services and promote the council's corporate competencies and values through day-to-day managerial behaviours.

The **Director of Policy, Programmes & Performance Management** will provide high quality professional advice to the assistant chief executive, the chief executive, Leader and Cabinet, the Scrutiny and Overview Committee, and any other external bodies on all policy and partnership matters related to the functions of the council.

**Reports to:** assistant chief executive

**Responsible for:** head of profession for programme and project management and corporate policy advice to members, programme management office, business intelligence & performance management, resilience planning, support to the Leader and Cabinet, voluntary sector funding, elections, support to the Mayor's office, support to the Coroner's service, and the relationship with the local strategic partnership and policy relationships across local government, SWL, pan London and with government.

### Job context:

This post holder is an office holder under the Safeguarding Vulnerable Groups Act 2006 and will be engaged in regulated activity by virtue of undertaking the role and will come within the scope of the Disclosure and Barring Service.

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

#### 1.1 Selflessness

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

#### 1.2 Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not

act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

### **1.3 Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

### **1.4 Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

### **1.5 Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

### **1.6 Honesty**

Holders of public office should be truthful.

### **1.7 Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

The post holder has line management responsibility for 2 direct reports and responsibility for all staff in the division and is accountable and responsible for the divisional services delivered.

The post holder is accountable for the division's £ XXm budget and will deliver services and the associated savings programme and transformation projects within that budget envelope.

The post holder will ensure the financial probity and competence of financial management across the division and that effective arrangements are in place to meet legislative and statutory requirements in relation to financial management and internal control.

The post holder is jointly accountable with the corporate management team and all senior management for the delivery of the council's equality strategy 2021-2024 and action plan and will personally lead elements of it and champion it overall.

The post holder will ensure the corporate parenting responsibilities for the council's looked after children and care leavers are fulfilled in accordance with the Children and Social Work Act 2017.



The post holder will enable staff in the division to lead cross-council projects on issues as defined by Cabinet. A limited number of reviews per year will tackle complex priority issues and also enable new skills and experiences to be developed by staff to aid their future career development.

The post holder will participate in the council's emergency arrangements as an on-call member and will fully participate in gold and silver arrangements as required, which may require chairing the formal council meetings.

The post holder will ensure that all relevant health & safety legislation and the council's health & safety requirements are reasonably complied with.

The post holder will be required to operate within any relevant delegations as detailed in the council's scheme of delegation of the council's constitution.

The post holder will be required to work some evenings, weekends and occasional public holidays in order to meet service requirements and to ensure appropriate representation of the council with residents, the Leader and Cabinet and all elected Members and external bodies.

This is a politically restricted post under the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990. The individual holding this post cannot have any active political role.

Politically restricted employees are prohibited from:

- standing for office as local councillors, MPs, MEPs, Members of the Welsh Assembly or Members of the Scottish Parliament,
- canvassing on behalf of a political party or a person who is, or seeks to be, a candidate, and
- speaking to the public at large or publishing any written or artistic work that could give the impression of advocating support for a political party.

### **Accountabilities – Director of Policy, Programmes & Performance Management**

To manage the division, ensuring that the development and transformation of services to meet the new budget envelope in the medium term financial strategy 2021-2024 is delivered.

To develop and co-ordinate the strategy framework including the identification of links to strategies and functions and identification of cross-cutting policy issues and changes across services and the council.

To lead and co-ordinate the council's response to national and regional policy agenda changes and opportunities facilitating policy consultation and the response.

To be the professional lead for policy development across the council, ensuring standards of policy development and advice to members are consistent, evidence and data-rich and coherent across the council.

To enable the local strategic partnership to develop shared priorities for the borough and drive delivery against those priorities, working closely with the director of public health to deliver an approach as a borough to living healthily and safely post the pandemic.

To lead and deliver the council's relationship with the voluntary sector working with colleagues across the council and particularly in the commissioning services who engage the voluntary sector in contractual work.

To lead on connecting between and engaging with the different policy relationships the council has across local government, SWL, pan London and with government.

To deliver a data-rich corporate performance management function, supporting the corporate and directorate management teams and members with accurate, timely and relevant performance data to assist in the assurance of the delivery of the Croydon Renewal Improvement Plan.

To deliver a corporate programme management function to support the delivery of the Croydon Renewal Improvement Plan.

To manage a compliance team to cover business continuity planning and emergency planning. Ensure regular testing of the plans and that they are maintained and are regularly refreshed.

To deliver an effective and efficient support function to the Leader of the Council and Cabinet ensuring effective governance and strategic support is provided.

To be the head of profession for programme and project management, drawing together managers with programme and project delivery direct responsibilities into one professional community, ensuring skills and knowledge of effective management are developed and enhanced to ensure effective delivery across the council.

To ensure the Council supports the South London Coroner's service consortium and HM Coroner effectively.

To ensure effective support to the Mayor of the London Borough of Croydon enabling them to fully conduct their duties as the first citizen of the borough.

To ensure the election service works closely with the chief executive as returning officer, and ensure effective planning and regulation compliance by the service including ensuring the electoral register for Croydon is maintained effectively, the organisation and conduct of local and parliamentary, elections and by-elections in Croydon and other polls are delivered as required and continuously develop and improve the delivery of electoral functions.

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

## Leadership Framework

The council's leadership framework follows the principles of a competency framework and all staff are expected to demonstrate these.

**Developing Oneself** – You demonstrate the values every day, you are passionate about the services you lead and deliver the vision and outcomes of Croydon Council. You are inspirational and engage others through personal leadership making the vision understandable to everyone.

**Inspiring and Developing People** – You identify talent and develop their capability to ensure a committed and motivated workforce, you create a culture based on the corporate values and ensure staff and stakeholders deliver a desired outcome.

**Collaborating and Influencing for Results** – You are challenging and innovative in your approach to driving high standards and value for money, you trust and respect staff and partners and empower them to be courageous to try new approaches.

**Enabling and Facilitating the Community** – You create effective collaboration between stakeholders, establish relationships and understand others perspectives. You are open and honest with others. You build a shared sense of purpose across Croydon, ensuring delivery and a collective use of resources

## Corporate Values

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

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

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

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

- You are proud to be part of the wider Croydon and the contribution you and your teams make to it. You make a difference to people's lives



through engagement and you strive to get the best possible value for money for customers.

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

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

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

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

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

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

## CROYDON COUNCIL - Job Description

<b>Job title:</b> Director of Public Health (DPH)	<b>Service Area:</b> Public Health	
<b>Directorate:</b> Assistant Chief Executive	<b>Post Number</b> From Oracle	<b>Evaluation Number:</b> From JE system
<b>Grade:</b>	<b>Date issued:</b> June 2021 FINAL	

### **Croydon Council's priorities**

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

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

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

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

### **Croydon Council's new ways of working**

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

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

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

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

## Overall purpose of role

As a member of the council's senior management, **the Director of Public Health** will work collaboratively with other directors in the assistant chief executive's directorate, with corporate directors and directors in other directorates, and with the chief executive to deliver the Croydon Renewal Improvement Plan, the council's priorities and ways of working and a financially sustainable budget by March 2024.

**The Director of Public Health** operates as a system leader with oversight and expertise across all determinants of health within the council, the NHS, other sectors and agencies, working across organisational boundaries to influence and facilitate outcomes, is head of profession for data interpretation, business analytics and insight and promotes the council's corporate competencies and values through day-to-day managerial behaviours.

The **Director of Public Health** will provide high quality professional advice to the assistant chief executive, the chief executive, Leader and Cabinet, the Scrutiny and Overview Committee, the Health and Well-Being Board and any other external bodies on all public health matters related to the functions of the council.

**Reports to:** assistant chief executive with a "dotted line" reporting relationship to the chief executive

**Responsible for:** all public health functions, head of profession for data interpretation, business analytics and insight.

### **Job context:**

The Director of Public Health is a statutory Chief Officer appointment as required by the Local Government and Housing Act 1989, and the Health and Social Care Act 2012. The post holder is the principal adviser on all health matters to elected members and officers, with a leadership role spanning all three domains of public health: health improvement, health protection and healthcare public health.

The Director of Public Health must be a registered public health specialist (i.e. included in the GMC Specialist Register/GDC Specialist List or UK Public Health Register (UKPHR)).

This post holder is an office holder under the Safeguarding Vulnerable Groups Act 2006 and will be engaged in regulated activity by virtue of undertaking the role and will come within the scope of the Disclosure and Barring Service.

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

### **1.1 Selflessness**

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

### **1.2 Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

### **1.3 Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

### **1.4 Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

### **1.5 Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

### **1.6 Honesty**

Holders of public office should be truthful.

### **1.7 Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

The post holder has line management responsibility for the public health team direct reports and is accountable and responsible for the public health services delivered.

The post holder is accountable for the public health **£ XXm** budget and the public health grant and will deliver services and the associated savings programme and transformation projects within that budget envelope. The post holder will have control over the proposals to allocate the public health grant and will advise members on the recommendations on its use for their decision.

The post holder will ensure the financial probity and competence of financial management across the public health division and that effective arrangements are in place to meet legislative and statutory requirements in relation to financial management and internal control.

The post holder is jointly accountable with the corporate management team and all senior management for the delivery of the council's equality strategy 2021-2024 and action plan and will personally lead elements of it and champion it overall.

The post holder will ensure the corporate parenting responsibilities for the council's looked after children and care leavers are fulfilled in accordance with the Children and Social Work Act 2017.

The post holder will enable staff in the division to lead cross-council projects on issues as defined by Cabinet. A limited number of reviews per year will tackle complex priority issues and also enable new skills and experiences to be developed by staff to aid their future career development.

The post holder will participate in the council's emergency arrangements as an on-call member and will fully participate in gold and silver arrangements as required, which may require chairing the formal council meetings.

The post holder will ensure that all relevant health & safety legislation and the council's health & safety requirements are reasonably complied with.

The post holder will be required to operate within any relevant delegations as detailed in the council's scheme of delegation of the council's constitution.

As a statutory officer the Director of Public Health has a dotted line reporting relationship to the chief executive, and direct access to the corporate management team and members as required.

The post holder will be required to work some evenings, weekends and occasional public holidays in order to meet service requirements and to ensure appropriate representation of the council with residents, the Leader and Cabinet and all elected Members and external bodies.

This is a politically restricted post under the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990. The individual holding this post cannot have any active political role.

Politically restricted employees are prohibited from:

- standing for office as local councillors, MPs, MEPs, Members of the Welsh Assembly or Members of the Scottish Parliament,
- canvassing on behalf of a political party or a person who is, or seeks to be, a candidate, and
- speaking to the public at large or publishing any written or artistic work that could give the impression of advocating support for a political party.



## **Accountabilities – Director of Public Health**

To manage the division, ensuring that the development and transformation of services to meet the new budget envelope in the medium term financial strategy 2021-2024 is delivered.

To be the head of profession for data interpretation, business analytics analysis insight across the council, drawing together colleagues involved in data analysis into one professional community, ensuring standards of data analysis, commissioning of and use of such data adopts shared rigorous statistical and research methodologies across the council and advice to members using such analysis is reliable, valid and accurate.

To ensure the development of a strategic needs assessment for the local population to guide and inform council wide commissioning priorities.

To ensure an independent annual report on the health of the population of Croydon is delivered and advise members and partners effectively.

To deliver the statutory functions of the Director of Public Health, fulfilling the statutory duty and ensuring they have impact and reach across all of the council's services.

### **Health Improvement**

- Developing healthy, sustainable and cohesive communities through the wider Council and partners
- Developing healthy lifestyles for individuals and communities with particular regard to post pandemic lifestyles
- Tackling specific issues based on local needs assessment such as childhood obesity, smoking,
- Developing a strategy for reducing health inequalities

### **Health Protection**

- Dealing with infectious disease threats including food and water borne disease supported by local Public Health England
- Preparing for emergencies including pandemic influenza
- Providing advice and challenge, especially advising on environmental threats including pollution, noise and contaminated land
- Co-chairing the Local Health Resilience Partnership

### **Health services- public health**

- Population health care, including oversight and promoting population coverage of immunisation and screening programmes
- Supporting the commissioning of appropriate, effective, and equitable health care from the NHS locally

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

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

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

### **Strategy**

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

To actively seek out and learn from external good practice and bring those new ideas and ways of working into service development and delivery.

To ensure the council listens to and engages residents in the development of ideas, strategies and policies and that co-design and co-production approaches are implemented throughout the directorate.

To contribute fully to the development and implementation of all corporate strategies, the Croydon Renewal Improvement Plan and the council’s priorities and ways of working and to act as a project or programme senior responsible owner to lead and ensure the implementation of specific corporate projects as required.

To actively promote the council’s priorities and ways of working and the council’s leadership framework and values to ensure they are delivered throughout the organisation.

### **Service quality**

To fulfil the best value duty requirements as established by the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which the directorate’s functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

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

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

To maintain an up to date knowledge of relevant legislation as applicable to the directorate and to the overall council.

To build effective partnerships to harness public, private, voluntary sector and community resources that can help deliver the Croydon Renewal Improvement Plan and the council’s priorities and ways of working.

To be the council's (officer level) lead representative in a number of partnerships.

To work collaboratively with the trade unions to improve services and solve problems in a coherent and integrated manner.

### **Performance**

To lead and direct the services within the directorate in order to ensure that they deliver effective and efficient services, that they set and achieve high standards of performance, that they provide best value and that the overall budgets are managed and controlled within the funding envelope agreed.

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

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

To ensure the effective management of data and security of information received and used within the directorate, to comply with the relevant legislation such as GDPR and the Freedom of Information Act, recognising that the council wishes to operate in the most open and transparent way.

### **Resource management**

To lead and direct an effective directorate management team.

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

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

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

### **Leadership and Culture**

To lead within the directorate and across the council, the change that is needed in order to ensure that adult social care services play their full part in achieving the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To act at all times in ways that create a fully inclusive workplace and operating culture, proactively seeking ways to ensure staff feel valued and that they all belong.

To seek ways to harness and fully develop the potential of staff working in the directorate and develop their talent.

To demonstrate through personal behaviour, active listening to staff and residents in ways that will help rebuild the relationship with the residents of Croydon and seeking out the resident voice to guide and advise the council in its' actions and decision making.

To model the behaviours required of all staff in terms of equality, ethical behaviour, empathy, effective governance, effective internal control, transparency, and openness.

### **Leadership Framework**

The council's leadership framework follows the principles of a competency framework and all staff are expected to demonstrate these.

**Developing Oneself** – You demonstrate the values every day, you are passionate about the services you lead and deliver the vision and outcomes of Croydon Council. You are inspirational and engage others through personal leadership making the vision understandable to everyone.

**Inspiring and Developing People** – You identify talent and develop their capability to ensure a committed and motivated workforce, you create a culture based on the corporate values and ensure staff and stakeholders deliver a desired outcome.

**Collaborating and Influencing for Results** – You are challenging and innovative in your approach to driving high standards and value for money, you trust and respect staff and partners and empower them to be courageous to try new approaches.

**Enabling and Facilitating the Community** – You create effective collaboration between stakeholders, establish relationships and understand others perspectives. You are open and honest with others. You build a shared sense of purpose across Croydon, ensuring delivery and a collective use of resources

### **Corporate Values**

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

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



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

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

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

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

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

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

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

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

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

## CROYDON COUNCIL - Job Description

<b>Job title:</b> Director of Quality, Policy & Performance Improvement (deputy DCS)	<b>Service Area:</b> Quality, Policy & Performance Improvement	
<b>Directorate:</b> Children, Young People & Education	<b>Post Number</b> From Oracle	<b>Evaluation Number:</b> From JE system
<b>Grade:</b> 1	<b>Date issued:</b> June 2021 FINAL	

### **Croydon Council's priorities**

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

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

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

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

### **Croydon Council's new ways of working**

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

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

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

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

## Overall purpose of role

As a member of the council's senior management, the **Director of Quality, Policy & Performance Improvement** will work collaboratively with other directors in the Children, Young People & Education Directorate, with corporate directors and directors in other directorates, and with the chief executive to deliver the Croydon Renewal Improvement Plan, the council's priorities and ways of working and a financially sustainable budget by March 2024.

The **Director of Quality, Policy & Performance Improvement** will be responsible for driving the continuous improvement of services through the development and implementation of performance management, business intelligence, quality assurance, effective child protection reviews and ensuring consistency in processes across children services to drive efficiencies and promote the council's corporate competencies and values through day-to-day managerial behaviours.

The **Director of Quality, Policy & Performance Improvement** will provide high quality professional advice to the corporate director of children, young people & education, the chief executive, Leader and Cabinet, the Scrutiny and Overview Committee, the Children's Improvement Board and any other external bodies on all matters related to the quality, performance and improvement functions of the children social care functions of the council.

**Reports to:** corporate director for children, young people & education

**Responsible for:** child protection & review, performance & business intelligence, policy and strategy for the directorate, and helping to deliver the aims of the medium term financial strategy 2021/2024 in reducing the cost of children's social care services. Following the commissioning and procurement review, it is likely that children's social care commissioning will be placed in this division.

### Job context:

The post holder is the deputy to the Corporate Director of Children, Young People & Education which holds the statutory post of Director of Children's Services (DCS) in accordance with the Children's Act 2004.

This post holder is an office holder under the Safeguarding Vulnerable Groups Act 2006 and will be engaged in regulated activity by virtue of undertaking the role and will come within the scope of the Disclosure and Barring Service.

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

### **1.1 Selflessness**

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

### **1.2 Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

### **1.3 Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

### **1.4 Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

### **1.5 Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

### **1.6 Honesty**

Holders of public office should be truthful.

### **1.7 Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

The post holder has line management responsibility for 3 direct reports and responsibility for all staff in the quality, policy & performance improvement division and is accountable and responsible for the quality, policy & performance improvement services delivered.

The post holder is accountable for the quality, policy & performance improvement £ XXm budget and will deliver services and the associated savings programme and transformation projects within that budget envelope.

The post holder will ensure the financial probity and competence of financial management across the quality & performance improvement division and that effective arrangements are in place to meet legislative and statutory requirements in relation to financial management and internal control.

The post holder is jointly accountable with the corporate management team and all senior management for the delivery of the council's equality strategy



2021-2024 and action plan and will personally lead elements of it and champion it overall.

The post holder will ensure the corporate parenting responsibilities for the council's looked after children and care leavers are fulfilled in accordance with the Children and Social Work Act 2017.

The post holder will enable staff in the division to lead cross-council projects on issues as defined by Cabinet. A limited number of reviews per year will tackle complex priority issues and also enable new skills and experiences to be developed by staff to aid their future career development.

The post holder will participate in the council's emergency arrangements as an on-call member and will fully participate in gold and silver arrangements as required, which may require chairing the formal council meetings.

The post holder will ensure that all relevant health & safety legislation and the council's health & safety requirements are reasonably complied with.

The post holder will be required to operate within any relevant delegations as detailed in the council's scheme of delegation of the council's constitution.

The post holder will be required to work some evenings, weekends and occasional public holidays in order to meet service requirements and to ensure appropriate representation of the council with residents, the Leader and Cabinet and all elected Members and external bodies.

This is a politically restricted post under the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990. The individual holding this post cannot have any active political role.

Politically restricted employees are prohibited from:

- standing for office as local councillors, MPs, MEPs, Members of the Welsh Assembly or Members of the Scottish Parliament,
- canvassing on behalf of a political party or a person who is, or seeks to be, a candidate, and
- speaking to the public at large or publishing any written or artistic work that could give the impression of advocating support for a political party.

### **Accountabilities – Director of Quality, Policy & Performance Improvement**

To manage the division, ensuring that the development and transformation of services to meet the new budget envelope in the medium term financial strategy 2021-2024 is delivered, working closely with the Director of Children's Social Care to reduce the cost of children's social care services.

To lead on the formulation and implementation of policy, prioritisation and business planning, drawing on national guidelines and best practice and translating these into local delivery to ensure the council is well placed to deliver efficient and effective children's services.

To lead the development and implementation of performance and quality assurance systems, providing the insight and business intelligence to deliver high quality services, including the development of a family-based approach to improving outcomes for children.

To ensure the directorate is prepared for external scrutiny including Ofsted, SEND and YOT inspections, and as a partner in CQC regulatory visits.

To lead on the monitoring, assurance and improvement of services to ensure that the council meets its statutory requirements.

To lead the delivery of an effective child protection and review function.

To provide advice, support and professional challenge to the directorate management team on the performance and quality of service provision, including the formulation of policy, implementation, and performance evaluation of service and improvement plans.

To lead the response to quality assurance activities, internal management investigations, and serious case reviews.

To develop effective mechanisms to seek out, listen to, and respond to the views and ideas of children and young people, partners and other stakeholders in order to ensure services are relevant, responsive and truly focused on improving outcomes.

Following the commissioning and procurement review, it is likely that children's social care commissioning will be placed in this division.

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

Ensure equalities is embedded into all aspects of professional and managerial roles in the division and the services delivered and at all times carry out the duties of this post with due regard to the council's policy.

Contribute to the implementation of strategic changes driven by national Government, the council and /or key partners to enable responsive, effective and efficient children's social care services.

To work with a range of partners at a strategic level contributing to the effectiveness of the children's continuous improvement board, care leaver's council, youth parliament, children's safeguarding partnership and any other relevant bodies.

It is intended that this post will manage the commissioning service for children and young peoples services. The commissioning and procurement service as currently structured is undergoing a separate review and restructure. Once this is concluded this job description will be updated to reflect those new duties.

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

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

### **Strategy**

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

To actively seek out and learn from external good practice and bring those new ideas and ways of working into service development and delivery.

To ensure the council listens to and engages residents in the development of ideas, strategies and policies and that co-design and co-production approaches are implemented throughout the directorate.

To contribute fully to the development and implementation of all corporate strategies, the Croydon Renewal Improvement Plan and the council’s priorities and ways of working and to act as a project or programme senior responsible owner to lead and ensure the implementation of specific corporate projects as required.

To actively promote the council’s priorities and ways of working and the council’s leadership framework and values to ensure they are delivered throughout the organisation.

### **Service quality**

To fulfil the best value duty requirements as established by the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which the directorate’s functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

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

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

To maintain an up to date knowledge of relevant legislation as applicable to the directorate and to the overall council.

To build effective partnerships to harness public, private, voluntary sector and community resources that can help deliver the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To be the council's (officer level) lead representative in a number of partnerships.

To work collaboratively with the trade unions to improve services and solve problems in a coherent and integrated manner.

### **Performance**

To lead and direct the services within the directorate in order to ensure that they deliver effective and efficient services, that they set and achieve high standards of performance, that they provide best value and that the overall budgets are managed and controlled within the funding envelope agreed.

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

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

To ensure the effective management of data and security of information received and used within the directorate, to comply with the relevant legislation such as GDPR and the Freedom of Information Act, recognising that the council wishes to operate in the most open and transparent way.

### **Resource management**

To lead and direct an effective divisional management team.

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

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

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

### **Leadership and Culture**

To lead within the directorate and across the council, the change that is needed in order to ensure that adult social care services play their full part in

achieving the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To act at all times in ways that create a fully inclusive workplace and operating culture, proactively seeking ways to ensure staff feel valued and that they all belong.

To seek ways to harness and fully develop the potential of staff working in the directorate and develop their talent.

To demonstrate through personal behaviour, active listening to staff and residents in ways that will help rebuild the relationship with the residents of Croydon and seeking out the resident voice to guide and advise the council in its' actions and decision making.

To model the behaviours required of all staff in terms of equality, ethical behaviour, empathy, effective governance, effective internal control, transparency, and openness.

### **Leadership Framework**

The council's leadership framework follows the principles of a competency framework and all staff are expected to demonstrate these.

**Developing Oneself** – You demonstrate the values every day, you are passionate about the services you lead and deliver the vision and outcomes of Croydon Council. You are inspirational and engage others through personal leadership making the vision understandable to everyone.

**Inspiring and Developing People** – You identify talent and develop their capability to ensure a committed and motivated workforce, you create a culture based on the corporate values and ensure staff and stakeholders deliver a desired outcome.

**Collaborating and Influencing for Results** – You are challenging and innovative in your approach to driving high standards and value for money, you trust and respect staff and partners and empower them to be courageous to try new approaches.

**Enabling and Facilitating the Community** – You create effective collaboration between stakeholders, establish relationships and understand others perspectives. You are open and honest with others. You build a shared sense of purpose across Croydon, ensuring delivery and a collective use of resources

## Corporate Values

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



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

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

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

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

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

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

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

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

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

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

## CROYDON COUNCIL - Job Description

<b>Job title:</b> Director of Service Quality, Improvement & Inclusion	<b>Service Area:</b> Service Quality, Improvement & Inclusion	
<b>Directorate:</b> Assistant Chief Executive	<b>Post Number</b> From Oracle	<b>Evaluation Number:</b> From JE system
<b>Grade:</b> 1	<b>Date issued:</b> June 2021 FINAL	

### Croydon Council's priorities

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

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

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

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

### Croydon Council's new ways of working

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

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

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

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

## Overall purpose of role

As a member of the council's corporate management team, the **Director of Service Quality, Improvement & Inclusion** will work collaboratively with other corporate directors and the chief executive to deliver the Croydon Renewal Improvement Plan, the council's priorities and ways of working and a financially sustainable budget by March 2024.

The **Director of Service Quality, Improvement & Inclusion** will be the head of profession for service quality, productivity and improvement and will directly lead and manage a portfolio of equality, organisational development and engagement services and promote the corporate competencies and values through day-to-day leadership and managerial behaviours.

The **Director of Service Quality, Improvement & Inclusion** will provide high quality professional advice to the Leader and Cabinet, the Scrutiny and Overview Committee, the Ethics Committee, the General Purposes and Audit Committee and any other council or external bodies on all matters related to the assistant chief executive directorate services.

**Reports to:** chief executive

**Responsible for:** head of profession for service quality, productivity and improvement, equality, diversity and inclusion, service quality and productivity improvement, internal and external communications and engagement, organisational development and learning.

### Job context:

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

#### 1.1 Selflessness

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

#### 1.2 Integrity

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

#### 1.3 Objectivity

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

#### 1.4 Accountability



Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

### **1.5 Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

### **1.6 Honesty**

Holders of public office should be truthful.

### **1.7 Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

The post holder has line management responsibility for 2 direct reports, overall responsibility for all staff in the division and is accountable and responsible for all service quality and improvement services delivered.

The post holder is accountable for the division's £ XXm budget and will deliver services and the associated savings programme and transformation projects within that budget envelope.

The post holder will ensure the financial probity and competence of financial management across the division's services and that effective arrangements are in place to meet legislative and statutory requirements in relation to financial management and internal control.

The post holder is jointly accountable with the corporate management team for the delivery of the council's equality strategy 2021-2024 and action plan and will personally lead elements of it and champion it overall.

The post holder will ensure the corporate parenting responsibilities for the council's looked after children and care leavers are fulfilled in accordance with the Children and Social Work Act 2017.

The post holder will enable staff in the directorate to lead cross-council projects on issues as defined by Cabinet. A limited number of reviews per year will tackle complex priority issues and also enable new skills and experiences to be developed by staff to aid their future career development.

The post holder will participate in the council's emergency arrangements as an on-call member and will fully participate in gold and silver arrangements as required, which may require chairing the formal council meetings.

The postholder is required to deputise for the chief executive in the role of London local authority gold at a borough level as required.

The post holder will ensure that all relevant health & safety legislation and the council's health & safety requirements are reasonably complied with.

The post holder will be required to operate within the delegations from the chief executive and head of paid service and as detailed in the council's scheme of delegation of the council's constitution.

The post holder will be required to work some evenings, weekends and occasional public holidays in order to meet service requirements and to ensure appropriate representation of the council with residents, the Leader and Cabinet and all elected Members and external bodies.

This is a politically restricted post under the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990. The individual holding this post cannot have any active political role.

Politically restricted employees are prohibited from:

- standing for office as local councillors, MPs, MEPs, Members of the Welsh Assembly or Members of the Scottish Parliament,
- canvassing on behalf of a political party or a person who is, or seeks to be, a candidate, and
- speaking to the public at large or publishing any written or artistic work that could give the impression of advocating support for a political party.

### **Accountabilities – Director of Service Quality, Improvement & Inclusion**

To lead and manage the division, ensuring the provision of high quality services and in particular support the delivery of the Croydon Renewal Improvement Plan and provide the strategic intervention to improve the quality of the services the council is delivering.

To be responsible for the delivery of and the performance of statutorily defined local authority functions relating to the division's services and ensuring that effective systems are in place for discharging these functions as appropriate.

To be the responsible and accountable officer for the development of council policies for productivity and improvement, cultural change, organisational development, learning and development policies, the equality and diversity policy and strategy, the engagement policy and internal and external communications policies and the provision of professional advice on all those matters; advising the Leader and Cabinet, the Scrutiny and Overview Committee, the General Purposes and Audit Committee, the Ethics Committee, all Members, the chief executive, the corporate management team and others to enable the discharge of functions in an effective and efficient way, and to display the highest standards of ethical governance.

To act as the professional lead for equality, diversity and inclusion ensuring the council meets its public sector equalities duties and to lead the organisation through external peer assessment to learn from and improve its implementation of the equality duties.

To lead the equality, diversity and inclusion agenda for the council ensuring that the equality strategy is delivered, effective reporting on compliance is undertaken and is part of the council's suite of publically reported performance measures and that equality and inclusion is at the heart of the delivery of the Croydon Renewal Improvement Plan.

To empower the service quality and improvement resources across the council, ensuring linkage of the heads of service focussed upon performance improvement and ensure a focus on organisational development and engagement activity underpins productivity improvement activity through effective staff engagement and the building of a truly inclusive organisation.

To provide service equality advice, equality impact assessments and advise on equality improvements in employment practice.

To ensure the delivery of a high performing external and internal communications and engagement function.

To engage with internal and external partners to improve the data the council captures in relation to equalities and diversity and ensure that this guides the development of our services and key decisions.

To be responsible for an effective organisational and employee development service, nurturing staff networks and engagement and ensuring regular assessment is taken of employee opinion and acted upon.

To be the head of profession for service quality, productivity and improvement across the council, drawing together managers with performance and improvement direct responsibilities into one professional community, developing programmes to develop higher quality and more productive service delivery methods with a clear focus on engagement and inclusion in the workplace.

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

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

### **Strategy**

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

To actively seek out and learn from external good practice and bring those new ideas and ways of working into service development and delivery.

To ensure the council listens to and engages residents in the development of ideas, strategies and policies and that co-design and co-production approaches are implemented throughout the directorate.

To contribute fully to the development and implementation of all corporate strategies, the Croydon Renewal Improvement Plan and the council’s priorities and ways of working and to act as a project or programme senior responsible owner to lead and ensure the implementation of specific corporate projects as required.

To actively promote the council’s priorities and ways of working and the council’s leadership framework and values to ensure they are delivered throughout the organisation.

### **Service quality**

To fulfil the best value duty requirements as established by the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which the directorate’s functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

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

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

To maintain an up to date knowledge of relevant legislation as applicable to the directorate and to the overall council.

To build effective partnerships to harness public, private, voluntary sector and community resources that can help deliver the Croydon Renewal Improvement Plan and the council’s priorities and ways of working.

To be the council’s (officer level) lead representative in a number of partnerships.

To work collaboratively with the trade unions to improve services and solve problems in a coherent and integrated manner.

### **Performance**

To lead and direct the services within the directorate in order to ensure that they deliver effective and efficient services, that they set and achieve high standards of performance, that they provide best value and that the overall budgets are managed and controlled within the funding envelope agreed.

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

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

To ensure the effective management of data and security of information received and used within the directorate, to comply with the relevant legislation such as GDPR and the Freedom of Information Act, recognising that the council wishes to operate in the most open and transparent way.

### **Resource management**

To lead and direct an effective divisional management team.

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

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

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

### **Leadership and Culture**

To lead within the directorate and across the council, the change that is needed in order to ensure that adult social care services play their full part in achieving the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To act at all times in ways that create a fully inclusive workplace and operating culture, proactively seeking ways to ensure staff feel valued and that they all belong.

To seek ways to harness and fully develop the potential of staff working in the directorate and develop their talent.

To demonstrate through personal behaviour, active listening to staff and residents in ways that will help rebuild the relationship with the residents of Croydon and seeking out the resident voice to guide and advise the council in its' actions and decision making.

To model the behaviours required of all staff in terms of equality, ethical behaviour, empathy, effective governance, effective internal control, transparency, and openness.

## Leadership Framework

The council's leadership framework follows the principles of a competency framework and all staff are expected to demonstrate these.

**Developing Oneself** – You demonstrate the values every day, you are passionate about the services you lead and deliver the vision and outcomes of Croydon Council. You are inspirational and engage others through personal leadership making the vision understandable to everyone.

**Inspiring and Developing People** – You identify talent and develop their capability to ensure a committed and motivated workforce, you create a culture based on the corporate values and ensure staff and stakeholders deliver a desired outcome.

**Collaborating and Influencing for Results** – You are challenging and innovative in your approach to driving high standards and value for money, you trust and respect staff and partners and empower them to be courageous to try new approaches.

**Enabling and Facilitating the Community** – You create effective collaboration between stakeholders, establish relationships and understand others perspectives. You are open and honest with others. You build a shared sense of purpose across Croydon, ensuring delivery and a collective use of resources

## Corporate Values

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

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

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

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



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

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

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

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

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

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

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

## CROYDON COUNCIL - Job Description

<b>Job title:</b> Director of Sustainable Communities	<b>Service Area:</b> Sustainable Communities	
<b>Directorate:</b> Sustainable Communities, Regeneration and Economic Recovery	<b>Post Number</b> From Oracle	<b>Evaluation Number:</b> From JE system
<b>Grade:</b> 2	<b>Date issued:</b> June 2021 FINAL	

### **Croydon Council's priorities**

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

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

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

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

### **Croydon Council's new ways of working**

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

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

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

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



## Overall purpose of role

As a member of the council's senior management, the **Director of Sustainable Communities** will work collaboratively with other directors in the Sustainable Communities, Regeneration and Economic Recovery directorate, with corporate directors and directors in other directorates, and with the chief executive to deliver the Croydon Renewal Improvement Plan, the council's priorities and ways of working and a financially sustainable budget by March 2024.

The **Director of Sustainable Communities** will be the head of profession for resident voice and also be responsible for all matters relating to sustainable communities and promote the council's corporate competencies and values through day-to-day managerial behaviours.

The **Director of Sustainable Communities** will provide high quality professional advice to the corporate director of sustainable communities, regeneration and economic recovery, the chief executive, Leader and Cabinet, the Scrutiny and Overview Committee, Traffic Management Advisory Committee, Licensing and Licensing Sub-Committee and any other external bodies on all matters related to the public realm functions of the council.

**Reports to:** corporate director sustainable communities, regeneration and economic recovery

**Responsible for:** the head of profession for resident voice, Asset and Traffic Management, highway drainage and structural engineering, street lighting, parking services and local flood authority. Waste management & recycling, street cleaning, universal regulatory and enforcement services including: environmental health – food safety, licensing, trading standards and neighbourhood safety operations, independent transport for SEND and the council's fleet management. Strategic and operational management of the boroughs 127 parks and open spaces.

### **Job context:**

This post holder is the chief engineer for the Highway Authority and leads the statutory responsibility under the Environmental Protection Act 1990, Traffic Management Act 2004 and leads the local flood authority and delivers the duties as required under the Flood and Water Management Act 2010.

The post holder is the accountable officer for the provision of, or advice on decision making in respect of, the legal discharge of all council highways, environmental services and the universal regulatory services, statutory responsibilities in line with relevant Government legislation.

The post holder is the council's lead officer for the South London Waste Partnership (SLWP), a 4 Borough Partnership encompassing waste collection and disposal contracts across Croydon, Kingston, Merton and Sutton.

This post holder is an office holder under the Safeguarding Vulnerable Groups Act 2006 and will be engaged in regulated activity by virtue of undertaking the role and will come within the scope of the Disclosure and Barring Service.

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

**1.1 Selflessness**

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

**1.2 Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

**1.3 Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

**1.4 Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

**1.5 Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

**1.6 Honesty**

Holders of public office should be truthful.

**1.7 Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

The post holder has line management responsibility for 4 direct reports and responsibility for all staff in the sustainable communities division and is accountable and responsible for the services delivered.

The post holder is accountable for the sustainable communities £ XXm budget and will deliver services and the associated savings programme and transformation projects within that budget envelope.

The post holder will ensure the financial probity and competence of financial management across the sustainable communities division and that effective arrangements are in place to meet legislative and statutory requirements in relation to financial management and internal control.

The post holder is jointly accountable with the corporate management team and all senior management for the delivery of the council's equality strategy 2021-2024 and action plan and will personally lead elements of it and champion it overall.

The post holder will ensure the corporate parenting responsibilities for the council's looked after children and care leavers are fulfilled in accordance with the Children and Social Work Act 2017.

The post holder will enable staff in the division to lead cross-council projects on issues as defined by Cabinet. A limited number of reviews per year will tackle complex priority issues and also enable new skills and experiences to be developed by staff to aid their future career development.

The post holder will participate in the council's emergency arrangements as an on-call member and will fully participate in gold and silver arrangements as required, which may require chairing the formal council meetings.

The post holder will ensure that all relevant health & safety legislation and the council's health & safety requirements are reasonably complied with.

The post holder will be required to operate within any relevant delegations as detailed in the council's scheme of delegation of the council's constitution.

The post holder will be required to work some evenings, weekends and occasional public holidays in order to meet service requirements and to ensure appropriate representation of the council with residents, the Leader and Cabinet and all elected Members and external bodies.

This is a politically restricted post under the Local Government and Housing Act 1989 and the Local Government Officers (Political Restrictions) Regulations 1990. The individual holding this post cannot have any active political role.

Politically restricted employees are prohibited from:

- standing for office as local councillors, MPs, MEPs, Members of the Welsh Assembly or Members of the Scottish Parliament,
- canvassing on behalf of a political party or a person who is, or seeks to be, a candidate, and
- speaking to the public at large or publishing any written or artistic work that could give the impression of advocating support for a political party.

## **Accountabilities – Director of Sustainable Communities**

To manage the division, ensuring that the development and transformation of services to meet the new budget envelope in the medium term financial strategy 2021-2024 is delivered.

To advise members on the strategic direction of the council's sustainable community services and to ensure that policies agreed by the council meet statutory requirements.

To maintain and improve the public highway including ensuring that the public highway is managed and maintained in line with the Highways Act and other relevant Government legislation and guidance; that it is in decent repair, free from ice and snow and free from litter and detritus.

To ensure that the borough's Rights of Way are managed in line with relevant legislation.

To deliver the duties required as the Lead Local Flood Authority (LLFA) as follows;

- i. Designation of features with a Flood Risk Management role,
- ii. Development and maintenance of a public register of Flood Risk Management Assets;
- iii. Development of a coordinated management of flooding from surface water, groundwater and ordinary watercourses, investigation and recording of flooding events and cooperation with relevant parties;
- iv. Maintain a register of assets of physical features that have an effect on flooding;
- v. Respond to major planning applications in relation to sustainable drainage systems and;
- vi. Develop, maintain and apply the Council's Surface Water Management Plan, Strategic Local Flood Risk Assessment and Local Flood Risk Management Strategy (Sept 2015).

To ensure road network management duties are carried out in line with, and enforce the Traffic Management Act.

To ensure the authority meets all relevant standards on road safety in particular meets casualty reduction targets.

To effectively manage parking control and traffic restriction measures and charges and collection to ensure that the borough complies with relevant legislation /guidance, and promotes balanced economic sustainable growth across the borough

To effectively manage and maintain the councils 127 parks and open spaces, included developing and maintaining sound relationships with active friends of

groups, maximising their sustainable use and safeguarding their environmental heritage.

To manage the council's special educational need & disability (SEND) fleet, ensuring compliance with relevant legislation, regulations and guidance, working closely with the Children, Young People and Education Directorate.

To ensure the provision of a fit-for-purpose street lighting network and oversee the joint PFI scheme with Lewisham Council

To act as the council's Strategic Lead Officer for the South London Waste Partnership (SLWP), a 4 Borough Partnership encompassing waste collection and disposal contracts across Croydon, Kingston, Merton and Sutton.

To deliver effective and value for money waste, recycling, street cleaning and horticultural services which are targeted to the needs and demands of specific areas of the borough and which comply with the council's duties regarding waste transportation and disposal.

To lead the approach to tackling fly tipping and manage trade waste issues and implement initiatives and campaigns to reduce landfill and increase recycling/re-use.

To oversee the effective use of the council's enforcement and licensing powers to create healthy, safe, clean and welcoming places working closely with the Director of Culture & Community Services.

To minimise enviro-crime and anti-social behaviour using the full extent of the Council's licensing and enforcement powers, including ensuring that all enforcement actions are pursued in line with legislation, guidance and best practice to maximise chances of successful action / prosecution.

To ensuring communities are actively engaged in identification and remedy of enviro-crime issues, including the promotion and use of self-reporting tools to ensure appropriate targeting of services and the reduction of crime and anti-social behaviour.

To ensure procurement and contract management process and practice demonstrates continuous improvement.

To be the head of profession for resident voice across the council, drawing together managers, communications staff and organisational development staff to develop systems and process to enable the voice of residents to be heard and acted upon.

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

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

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

### **Strategy**

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

To actively seek out and learn from external good practice and bring those new ideas and ways of working into service development and delivery.

To ensure the council listens to and engages residents in the development of ideas, strategies and policies and that co-design and co-production approaches are implemented throughout the directorate.

To contribute fully to the development and implementation of all corporate strategies, the Croydon Renewal Improvement Plan and the council’s priorities and ways of working and to act as a project or programme senior responsible owner to lead and ensure the implementation of specific corporate projects as required.

To actively promote the council’s priorities and ways of working and the council’s leadership framework and values to ensure they are delivered throughout the organisation.

### **Service quality**

To fulfil the best value duty requirements as established by the Local Government Act 1999 to make arrangements to secure continuous improvement in the way in which the directorate’s functions are exercised, having regard to a combination of economy, efficiency and effectiveness.

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

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

To maintain an up to date knowledge of relevant legislation as applicable to the directorate and to the overall council.

To build effective partnerships to harness public, private, voluntary sector and community resources that can help deliver the Croydon Renewal Improvement Plan and the council’s priorities and ways of working.

To be the council's (officer level) lead representative in a number of partnerships.

To work collaboratively with the trade unions to improve services and solve problems in a coherent and integrated manner.

### **Performance**

To lead and direct the services within the directorate in order to ensure that they deliver effective and efficient services, that they set and achieve high standards of performance, that they provide best value and that the overall budgets are managed and controlled within the funding envelope agreed.

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

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

To ensure the effective management of data and security of information received and used within the directorate, to comply with the relevant legislation such as GDPR and the Freedom of Information Act, recognising that the council wishes to operate in the most open and transparent way.

### **Resource management**

To lead and direct an effective directorate management team.

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

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

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

### **Leadership and Culture**

To lead within the directorate and across the council, the change that is needed in order to ensure that adult social care services play their full part in achieving the Croydon Renewal Improvement Plan and the council's priorities and ways of working.

To act at all times in ways that create a fully inclusive workplace and operating culture, proactively seeking ways to ensure staff feel valued and that they all belong.

To seek ways to harness and fully develop the potential of staff working in the directorate and develop their talent.

To demonstrate through personal behaviour, active listening to staff and residents in ways that will help rebuild the relationship with the residents of Croydon and seeking out the resident voice to guide and advise the council in its' actions and decision making.

To model the behaviours required of all staff in terms of equality, ethical behaviour, empathy, effective governance, effective internal control, transparency, and openness.

### **Leadership Framework**

The council's leadership framework follows the principles of a competency framework and all staff are expected to demonstrate these.

**Developing Oneself** – You demonstrate the values every day, you are passionate about the services you lead and deliver the vision and outcomes of Croydon Council. You are inspirational and engage others through personal leadership making the vision understandable to everyone.

**Inspiring and Developing People** – You identify talent and develop their capability to ensure a committed and motivated workforce, you create a culture based on the corporate values and ensure staff and stakeholders deliver a desired outcome.

**Collaborating and Influencing for Results** – You are challenging and innovative in your approach to driving high standards and value for money, you trust and respect staff and partners and empower them to be courageous to try new approaches.

**Enabling and Facilitating the Community** – You create effective collaboration between stakeholders, establish relationships and understand others perspectives. You are open and honest with others. You build a shared sense of purpose across Croydon, ensuring delivery and a collective use of resources



## Corporate Values

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



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

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

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

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

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

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

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

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

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

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

**Job Description**

<b>Job title:</b> Head of Access to Education	<b>Service Area:</b> Children, Young People & Education	
<b>Division:</b> <b>Education</b>	<b>Post Number</b> From Oracle	<b>Evaluation Number</b>
<b>Grade:</b> XXX	<b>Date issued:</b> January 2021 (consultation draft)	

**Croydon Council's priorities**

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

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

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

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

**Croydon Council's new ways of working**

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

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

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

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

**Job Purpose:**

As a member of the extended management team, the **Head of Access to Education** will work collaboratively across their department and with other Heads

of Service and directors to ensure the effective and efficient development and delivery of council services that, that support departmental and council objectives.

As required, the postholder will participate in corporate management activities that cross over service or departmental boundaries.

The **Head of Access Education** will ensure effective delivery of the Local Authority's statutory functions in relation to the championing of quality and standards in schools, to ensure delivery of the Local Authority's statutory responsibilities with regard to education, including statutory powers of intervention, ensuring that strategies applied appropriately reflect the political aspirations of the Local Authority.

Key Outcomes:

- The quality of school provision within the Borough, i.e. acting on Ofsted judgements
- Standards for Key Stage 1, Key Stage 2, GCSE and A-level examinations
- Education of Children Looked After
- The safeguarding and well-being of children and young people in all educational settings in the Borough

Champion the voice of the child through effective organisation of the Youth Council, Youth Parliament and Children in Care Council in order to ensure the Council is responding appropriately to young people's aspirations and concerns.

**Reports to:** Director of Education

**Responsibility for:** School standards, statutory intervention in schools causing concern, Virtual School for Children Looked After, Croydon Music and Arts, Food Flagship Borough in conjunction with Public Health, SACRE, Education safeguarding, Healthy Schools, Children in Care Council, attendance and exclusions, Education SPOC

***Corporate Accountabilities (all Heads of Service)***

To take a "one Council" approach to deliver more effective outcomes and at all times avoid a siloed, single division or service area approach.

To actively seek out and learn from external good practice and bring those new ideas and ways of working into service development and delivery.

To contribute and lead as required as a project owner on the delivery and implementation of specific corporate projects as required .

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

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

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

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

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

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

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

To ensure the effective management of data and security of information received and used within the division, to comply with the relevant legislation such as GDPR and the Freedom of Information Act, recognising that the council wishes to operate in the most open and transparent way.

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

**Service Accountabilities:**

- To ensure effective delivery of the Local Authority's statutory functions in relation to schools:
  - To ensure the efficient and effective delivery of statutory functions, including, where necessary, the issuing of statutory warning notices and applications for Interim Executive Boards and removal of school delegated budgets.
  - To act as contract monitor of commissioned services for school improvement, ensuring that the local authority appropriately influences the provision of these services and holds the contractor to account for provision of these services
- To ensure the provision of, and professional advice arising from the provision of, detailed standards information:
  - Quality assuring the information that comes from Traded educational services
  - Arranging Learning and Inclusion Board which provides accountability on school standards to the Lead Member
  - Reporting to Cabinet and Scrutiny on school standards
- To lead on reporting through local authority governance processes on: Standards KS1, 2 & 4, OFSTED inspections of schools, along with appropriate comparative analysis:
  - Organising peer reviews
  - Liaising with the senior management team of Traded educational services

- Managing the work of the Head Teacher of the Virtual School
  - Analysing data
  - Liaising with the performance data team
- Create and maintain a quality assurance process for monitoring all schools both through Traded educational services and separately from it:
  - Liaising with the data performance team
  - Developing a quality assurance system alongside and in conjunction with Traded educational services
  - Issue of statutory warning letters to schools where needed
  - Request Traded educational services to help set up Interim Executive Boards in schools causing concern
  - Challenge Traded educational services to innovate and deliver as effectively as possible
- Secure Local Authority responsibilities are delivered for the education of Children Looked After, safeguarding in schools and SACRE
  - Provide effective leadership and management of the Virtual School service for Children Looked After, safeguarding in schools – including reporting to the Local Safeguarding Children Board, and ensuring effective functioning of the Standing Advisory Committee for Religious Education
  - Work alongside the LADO and CSC QA to ensure appropriate support and guidance for strategy meetings related to allegations made against professionals working with children
  - Lead on safeguarding investigations referred by Ofsted to the Local Authority that fall outside the remit of the LADO, involving other officers as appropriate
- Oversee the Local Authority education function with regard to the Food Flagship Borough programme:
  - Line manager of the Health and Well-being officer and Schools Food Officer and maintaining oversight of the progress of the programme, especially engagement of schools
  - Liaising with colleagues from Public Health
  - Disseminating information to schools and ensuring effective feedback and reports to the Food Flagship programme team
  - Ensure the budget of the Food Flagship Borough is on target and is meeting milestones
- Work with all partners to ensure the Local Authority is prepared for any inspection of the School Improvement function
  - Maintaining an up to date self-evaluation document which clearly demonstrates the effectiveness of the arrangements for school improvement, including supporting evidence
  - Liaising with partners, including schools, academy chains, elected members and others to ensure their views on the effectiveness of the SI function is understood, shared and any concerns are acted on appropriately
- Ensure relationships and communications with schools are effective and that schools are aware of, and engaged with, the improvement agenda

- Contribute to the organisation of Head Teacher Breakfast Meetings in conjunction with CHTA
- Ensure all schools are aware of strengths and areas for development across the Local Authority and are also contributing to address areas for development
- Ensure the voice of children and young people is central to youth engagement in the Borough and has an impact on the Council's provision through:
  - Organising an effective Youth Council and elections to the Youth Parliament that is representative of all children and young people in the Borough
  - Involving children and young people in care through an effective Children in Care Council, engaging with Children's Social Care on progress, outcomes and recommendations

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

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

You will be consulted about any proposed changes.

### **Key Stakeholder Relationships:**

Internal: Chief Executive, CLT and Directors of all Council Departments, Senior Management peer group, LADO, Managers in all Council departments, Manager of the LSCB, the Council's economic function, elected members, Learning Access Team, 0-25 SEND service, data performance team, Admissions and estates, corporate and social care legal teams.

External: Traded educational services Partnership, DFE, EFA, RSC, Ofsted, schools and Academy chains, SWLSEP, Teaching Schools, HOSI, All London Boroughs, Mayor of London's office, GLA.

### **Political Restrictions:**

*This post is politically restricted and under the Local Government and Housing Act 1989, as amended by the Local Democracy, Economic Development and Construction Act 2009 and the post holder may not have any active political role either in or outside the work. Will only apply to HOS whose duties also involve giving advice to committees, sub-committees or to the Executive or speak on behalf of the Council to journalists e.g Head of Scrutiny, Head of Communications, deputy monitoring and S151 officers*

### **Statutory Responsibilities:**

This post will support the Director of Education to discharge the Local Authority's statutory functions in relation to schools..

**Other Considerations:**

The post holder is required to represent the Director of Education when required.

Enhanced DBS required for this role

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

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

**1.1 Selflessness**

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

**1.2 Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

**1.3 Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

**1.4 Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

**1.5 Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

**1.6 Honesty**

Holders of public office should be truthful.

**1.7 Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.





## Person Specification

### Specific Minimum Qualifications and Expertise

#### Qualifications:

- A first degree and recognised teacher qualification
- Significant and relevant post qualification training
- Evidence of continuing professional development, leadership and personal

#### Experience:

- Significant experience in a school improvement role
- Proven track record of leading and managing school interventions successfully
- Experience of successful budget and project management
- Experience of working successfully in a multi-agency environment to improve outcomes for children and young people
- Thorough knowledge of the school improvement role
- Understanding of the Ofsted framework for inspection of schools and its relevance for raising standards, ideally as an Ofsted inspector
- Excellent knowledge and understanding of education across the primary and secondary phases and of related pedagogy, research and best practice
- Understanding of the Ofsted framework for the inspection of the arrangements for school improvement functions in the LA
- Proven ability to lead a strategic team at a similar level through customer services and leadership capability
- A successful track record and background of consistent achievement at senior management level in a local authority or large complex organisation.
- Experience of establishing and implementing business planning processes and performance management systems to ensure appropriate and cost effective service delivery.
- Demonstrable excellence in team management and service delivery in relation to the provision of customer orientated services that achieve successful outcomes.
- Experience of working in partnership with a wide range of internal and external stakeholders / bodies including statutory bodies and organisations

#### Knowledge and Skills:

- Knowledge of cross-phase assessment / examination arrangements and progress measures
- Able to represent the authority with credibility at meetings with the DfE, Ofsted, other national agencies, local authorities and at strategic partnerships
- Able to champion the values and objectives of the local authority and the purpose of education and learning as they relate to children and young people in Croydon
- Capable of managing LA school interventions as Lead Officer

- High level of communication skills to persuade and engage audiences and form positive relationships at all levels (internally and externally).
- Ability to work in a collaborative way to transform service delivery including the ability to manage internal departmental relationships
- Evidence of being a strong corporate player who will lead, motivate and inspire their teams and build a high performing culture.
- Ability to work effectively across a range of service disciplines and with a range of people.
- Expertise in data analytics and targeting work in relation to identified needs.
- Commitment to the Council's core value and objectives

### Corporate Values

Our values are the base of every job role within Croydon – our values are fundamental in everything we do as a Local Authority. You are required to demonstrate a commitment to our corporate values and this will be assessed using the criteria below:



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

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

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

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

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

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

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

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

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

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

Updated: January 2021

**Job Description**

<b>Job title:</b> Head of Allocations, Lettings and Income Collection	<b>Service Area/Division:</b> Housing – resident engagement and allocations	
<b>Directorate:</b> Housing	<b>Post Number</b> From Oracle	<b>Evaluation Number</b>
<b>Grade:</b> XXX	<b>Date issued:</b> January 2021 (consultation draft)	
<p><b>Croydon Council's priorities</b></p> <p>We will live within our means, balance the books and provide value for money for our residents.</p> <p>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.</p> <p>We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.</p> <p>To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand.</p>		
<p><b>Croydon Council's new ways of working</b></p> <p>We will practice sound financial management, being honest about what we've spent and what we can afford.</p> <p>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.</p> <p>We will aim to become a much more transparent, open and honest council.</p> <p>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.</p>		

When we have to say no, we will do so with compassion and take the time to explain our decisions.

### **Job Purpose:**

As a member of the extended management team, **Head of Allocations, Lettings and Income Collection** will work collaboratively across their department and with other Heads of Service and directors to ensure the effective and efficient development and delivery of council services that support departmental and council objectives.

As required, the postholder will participate in corporate management activities that cross over service or departmental boundaries.

The **Head of Allocations, Lettings and Income Collection** will be the professional lead for all aspects of the service. Responsible for the strategic planning, co-ordination and delivery of a comprehensive range of housing management and neighbourhood services to tenants and leaseholders across the borough.

**Reports to:** Director of Housing – Resident Engagement and Lettings

**Responsible for:** To be the professional lead for all aspects of the service, , which includes:

- Choice Based Lettings
- Allocations
- Leaseholders
- Garages
- Income collection HRA plus EA/TA income collections
- Welfare Rights Teams
- Staying Put
- Adaptions

The post holder is responsible for a service budget of £ XXm and will deliver services and the associated savings programme and transformation projects within that budget envelope.

### ***Corporate Accountabilities (all Heads of Service)***

To take a “one Council” approach to deliver more effective outcomes and at all times avoid a siloed, single division or service area approach.

To actively seek out and learn from external good practice and bring those new ideas and ways of working into service development and delivery.

To contribute and lead as required as a project owner on the delivery and implementation of specific corporate projects as required.

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

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

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

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

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

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

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

To ensure the effective management of data and security of information received and used within the division, to comply with the relevant legislation such as GDPR and the Freedom of Information Act, recognising that the council wishes to operate in the most open and transparent way.

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

### **Service Accountabilities:**

To work jointly with the director of housing, resident engagement and allocations and other heads of service within the division to ensure the development and transformation of services that meet the new budget envelope in the medium term financial strategy 2021-2024 is delivered.

As a professional lead for housing service development, to deliver a high quality new integrated housing service which is respectful and responsive to our tenants and leaseholders, managing all residential lettings regardless of tenure and funding base ( HRA or GF).

To lead on the housing allocations policy and ensure the housing waiting list is kept updated

To lead and work collaboratively with other council services, partners and residents on service development and improvements to ensure delivery of housing targets.

To lead on the client/service provider relations under the SLA concerning the provision of housing services and the delivery of agreed KPIs and Local/National standards on behalf of Croydon landlord services.

Managing a multi-million pound (£xx) housing management budget, using sound financial management and application of the Council's financial regulations to ensure spending is within budget and providing value for money and identifying any potential for efficiency savings.

Instill a culture of customer service and 'can do' attitude across teams

Preventing asset loss by developing strategies to identify and prevent housing fraud within the housing stock.

To ensure we are collecting income at a high level and supportin residents who need our help.

To ensure fairness and probity across the allocations system.

To take decisions on strategic issues involving legal, technical, social, economic and cultural matters concerning housing management policy & procedures.

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

Your duties will be as set out in the above role profile but please note that the Council reserves the right to update your role profile, from time to time, to reflect changes in, or to, your job.

You will be consulted about any proposed changes.

### **Key Stakeholder Relationships:**

#### Internal:

Members; Chief Officers; Directors; Heads of Service; other teams and senior departmental colleagues across the whole council; trade unions

#### External:

Local, regional and national government bodies, agencies and NGOs; professional bodies; other local authorities; partner organisations; statutory bodies; members of the public and community groups; national and local press; trade unions; contractors and suppliers; MPs and MEPs; GLA/London Mayor's office; courts; legal and other representatives; the Housing and Local Government Ombudsman.



**Political Restrictions:**

This post is politically restricted and under the Local Government and Housing Act 1989, as amended by the Local Democracy, Economic Development and Construction Act 2009 and the post holder may not have any active political role either in or outside the work. **Will only apply to HOS whose duties also involve giving advice to committees, sub-committees or to the Executive or speak on behalf of the Council to journalists e.g. Head of Scrutiny, Head of Communications, deputy monitoring and S151 officers**

**Statutory Responsibilities:**

This role has no assigned statutory responsibilities.

**Other Considerations:**

You may, from time to time, be required to work outside of regular office hours including weekends and evenings to attend meetings and community events.

The postholder is required to observe and fulfill the seven principles of public life (also known as the Nolan Principles).

**1.1 Selflessness**

Holders of public office should act solely in terms of the public interest.

**1.2 Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

**1.3 Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

**1.4 Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

**1.5 Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

### **1.6 Honesty**

Holders of public office should be truthful.

### **1.7 Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

## Person Specification

### Specific Minimum Qualifications and Expertise

#### Qualifications:

It is desirable to hold a relevant professional qualification (e.g. Chartered Institute of Housing)

#### Experience:

- Proven ability to lead a strategic team at a similar level through customer services and leadership capability
- A successful track record and background of consistent achievement at senior management level within the housing sector, in a local authority or large complex organisation.
- Experience of establishing and implementing business planning processes and performance management systems to ensure appropriate and cost effective service delivery.
- Demonstrable excellence in team management and service delivery in relation to the provision of customer orientated services that achieve successful outcomes.
- Experience of working in partnership with a wide range of internal and external stakeholders / bodies including statutory bodies and organisations

#### Knowledge and Skills:

- An in depth expert legal knowledge of Landlord and Tenant legislation including the Housing Act 1985, the Environmental Protection Act 1990 and s.59 (2) Clean Neighbourhoods and Environment Act 2005.
- Advanced knowledge of the ASB, Crime & Policing Act 2014, the Crime and Disorder Act 1998 and the Anti- Social Behaviour act 2003, as the legislation relates to anti-social behaviour on social housing estates.
- Advanced knowledge of the financial framework and employment legislation within which a social housing management service is provided.
- An up to date knowledge of relevant national, regional and local policy in order to develop strategies and plans
- High level of communication skills to persuade and engage audiences and form positive relationships at all levels (internally and externally).
- Knowledge of close working with Cabinet Members and senior managers
- Ability to work in a collaborative way to transform service delivery including the ability to manage internal departmental relationships

- An acute understanding and knowledge of financial and budget management including probity, commissioning, delegations, forecasting and management accounts.
- An acute understanding and knowledge of housing and related issues on a local, regional and national basis
- Evidence of being a strong corporate player who will lead, motivate and inspire their teams and build a high performing culture.
- Ability to work effectively across a range of service disciplines and with a range of people.
- Commitment to the Council's core value and objectives

### Corporate Values

Our values are the base of every job role within Croydon – our values are fundamental in everything we do as a Local Authority. You are required to demonstrate a commitment to our corporate values and this will be assessed using the criteria below:



**One Team:** To cross boundaries to work together towards shared goals with colleagues, partners and communities

- You are strategically innovative in your approach to building and maintaining partnerships and you and your teams act in a joint enterprise with them. You use your contacts and colleagues to bring teams together.

**Proud to Serve:** We strive to always do our best for the community, getting the most from limited resources and using taxpayers' money wisely

- You are proud to be part of the wider Croydon and the contribution you and your teams make to it. You make a difference to people's lives through engagement and you strive to get the best possible value for money for customers.

**Honest and Open:** We work hard to build trust by treating everyone with honesty and integrity

- You think through who needs to understand what during communication; and take care to communicate detail clearly. You take people's views into account continuously. You trust people, colleagues and staff, to do their best and deal with any issues positively.

**Taking Responsibility:** We encourage and support each other to take responsibility and show what we can do, learning together and recognising each other's contributions

- You are clear where formal accountability lies and where we can all take responsibility for results. You praise your colleagues for their efforts and ideas and thank them for their contributions.

**Valuing Diversity:** We make the most of the many perspectives that make Croydon distinctive

- You treat all staff and customers with equal value and respect. In everything you do, you make good use of the wide variety of background, skills and perspective your teams, the Council and the community demonstrate.

Updated: January 2021

**Job Description**

<b>Job title:</b> Head of Homelessness, and Assessments	<b>Service Area/Division:</b> Housing - Resident Engagement and Allocations	
<b>Directorate:</b> Housing	<b>Post Number</b> From Oracle	<b>Evaluation Number</b>
<b>Grade:</b> XXX	<b>Date issued:</b> January 2021 (consultation draft)	
<p><b>Croydon Council's priorities</b></p> <p>We will live within our means, balance the books and provide value for money for our residents.</p> <p>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.</p> <p>We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.</p> <p>To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand.</p>		
<p><b>Croydon Council's new ways of working</b></p> <p>We will practice sound financial management, being honest about what we've spent and what we can afford.</p> <p>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.</p> <p>We will aim to become a much more transparent, open and honest council.</p> <p>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.</p>		

**Job Purpose:**

As a member of the extended management team, the **Head of Homelessness and Assessments** will work collaboratively across their department and with other Heads of Service and directors to ensure the effective and efficient development and delivery of council services that support departmental and council objectives.

As required, the postholder will participate in corporate management activities that cross over service or departmental boundaries.

The **Head of Homelessness and Assessments** will undertake the role of being the strategic lead in the service area including associated policies and procedures.

**Reports to:** Director of Housing – Resident Engagement and Allocations

**Responsible for:** To be the professional lead for all aspects of homelessness, assessments and placements, which includes:

- Homelessness
- Triage
- Assessments
- Relief team
- Prevention duty service
- Discretionary support (DHP)
- Single Homeless Service
- Rough Sleeping Initiative (MHCLG )
- Reviews
- HEAT (placements)
- NRPF in relation to Housing
- Emergency Accommodation
- Temporary Accommodation
- Move On

The post holder is responsible for a service budget of £ XXm and will deliver services and the associated savings programme and transformation projects within that budget envelope.

***Corporate Accountabilities (all Heads of Service)***

To take a “one Council” approach to deliver more effective outcomes and at all times avoid a siloed, single division or service area approach.

To actively seek out and learn from external good practice and bring those new ideas and ways of working into service development and delivery.

To contribute and lead as required as a project owner on the delivery and implementation of specific corporate projects as required.

To actively role model the council's priorities and ways of working and the council's leadership framework and values.

To lead, manage and develop staff teams and ensure compliance with the council's performance management system and all HR policies and procedures

Be accountable for associated budget and have affordable plans in place to deliver the annual budget and Medium Term Financial Plan.

Provide assurance that the services are compliant and performance monitoring is part of the corporate rhythm, and exceptions have robust action plans.

To operate within the governance, financial and legal frameworks of the Council at all times.

Ensure equalities is embedded into all aspects of professional and managerial roles, including service delivery and at all times carry out your duties with regard to the Council policy.

Ensure by robust management that the services and staff you are responsible for adhere to the Council's Health and Safety Policy and operate within the safety management frameworks.

To ensure the effective management of data and security of information received and used within the division, to comply with the relevant legislation such as GDPR and the Freedom of Information Act, recognising that the council wishes to operate in the most open and transparent way.

Participate in cross organisational risk management and emergency planning activities as required

### **Service Accountabilities:**

To work jointly with the director of housing, resident engagement and solutions and other heads of service within the division to ensure the development and transformation of services that meet the new budget envelope in the medium-term financial strategy 2021-2024 is delivered.

As the professional lead for homelessness, assessment and placement, to deliver a high quality new integrated housing service which is respectful and responsive to our tenants and leaseholders, managing all residential lettings regardless of tenure and funding base (HRA or GF).



To lead on temporary accommodation strategy, looking at ways to reduce TA and increase prevention. Oversee quality of TA/EA provision in conjunction with private sector housing team

Procure TA/EA accommodation as needed

To lead and work collaboratively with other council services, partners and residents on service development and improvements to ensure delivery of housing targets.

To ensure that council meets its statutory obligations to homeless households, including prevention.

Putting in place performance measures to review periodically the impact of new duties on clients, and services, analyse trends and plan for sustainable service delivery at the highest standard; and ensure that housing assessments are conducted in line with the legislation and are in compliance with Council Policy and all internal and external standards.

Providing strategic direction to the planning and implementation of service delivery within a complex and high-risk service area.

Leading on Rough Sleeping strategies and pathways to ensure statutory obligations are discharged.

Leading all aspects of single homelessness work.

Instil a culture of customer service and “can-do” attitude across teams

Providing direction and management to Homelessness Teams, to plan, develop and deliver our statutory duties in line with Council Policy and priorities.

The list of duties in the role profile should not be regarded as exclusive or exhaustive. There will be other duties and requirements associated with your job and, in addition, as a term of your employment you may be required to undertake various other duties as may reasonably be required.

Ensure the safe, effective and efficient delivery of the homelessness prevention grant and deliver the No Recourse to Public Funds (NRPF) service.

Work closely with other directorates on homeless preventing and safeguarding issues.

Your duties will be as set out in the above role profile but please note that the Council reserves the right to update your role profile, from time to time, to reflect changes in, or to, your job.

You will be consulted about any proposed changes.

**Key Stakeholder Relationships:**Internal:

Members; Chief Officers; Directors; Heads of Service; other teams and senior departmental colleagues across the whole council; trade unions

External:

Local, regional and national government bodies, agencies and NGOs; professional bodies; other local authorities; partner organisations; statutory bodies; members of the public and community groups; national and local press; trade unions; contractors and suppliers; MPs and MEPs; GLA/London Mayor's office; courts; legal and other representatives; the Housing and Local Government Ombudsman.

**Political Restrictions:**

This post is politically restricted and under the Local Government and Housing Act 1989, as amended by the Local Democracy, Economic Development and Construction Act 2009 and the post holder may not have any active political role either in or outside the work. **Will only apply to HOS whose duties also involve giving advice to committees, sub-committees or to the Executive or speak on behalf of the Council to journalists e.g. Head of Scrutiny, Head of Communications, deputy monitoring and S151 officers**

**Statutory Responsibilities:**

This role has no assigned statutory responsibilities.

**Other Considerations:**

You may, from time to time, be required to work outside of regular office hours including weekends and evenings to attend meetings and community events.

The postholder is required to observe and fulfill the seven principles of public life (also known as the Nolan Principles).

**1.1 Selflessness**

Holders of public office should act solely in terms of the public interest.

**1.2 Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or

other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

### **1.3 Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

### **1.4 Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

### **1.5 Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

### **1.6 Honesty**

Holders of public office should be truthful.

### **1.7 Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

## Person Specification

### Specific Minimum Qualifications and Expertise

#### Qualifications:

- None

#### Experience:

- Proven ability to lead a strategic team at a similar level through customer services and leadership capability
- A successful track record and background of consistent achievement at senior management level in a local authority or large complex organisation.
- Experience of establishing and implementing business planning processes and performance management systems to ensure appropriate and cost effective service delivery.
- Demonstrable excellence in team management and service delivery in relation to the provision of customer orientated services that achieve successful outcomes.
- Experience of working in partnership with a wide range of internal and external stakeholders / bodies including statutory bodies and organisations
- Demonstrable track record of successful achievement in the areas of the following:
  - homelessness
  - housing options
  - housing allocations
  - housing mobility

#### Knowledge and Skills:

- An up to date knowledge of relevant national, regional and local policy in order to develop strategies and plans
- A good knowledge of the legal, policy and financial framework within which homelessness, housing options and allocation operate.
- High level of communication skills to persuade and engage audiences and form positive relationships at all levels (internally and externally).
- Knowledge of close working with Cabinet Members and senior managers
- Ability to work in a collaborative way to transform service delivery including the ability to manage internal departmental relationships
- An acute understanding and knowledge of financial and budget management including probity, commissioning, delegations, forecasting and management accounts.
- An acute understanding and knowledge of housing and related issues on a local, regional and national basis
- Evidence of being a strong corporate player who will lead, motivate and inspire their teams and build a high performing culture.

- Ability to work effectively across a range of service disciplines and with a range of people.
- Commitment to the Council's core value and objectives

### Corporate Values

Our values are the base of every job role within Croydon – our values are fundamental in everything we do as a Local Authority. You are required to demonstrate a commitment to our corporate values and this will be assessed using the criteria below:



**One Team:** To cross boundaries to work together towards shared goals with colleagues, partners and communities

- You are strategically innovative in your approach to building and maintaining partnerships and you and your teams act in a joint enterprise with them. You use your contacts and colleagues to bring teams together.

**Proud to Serve:** We strive to always do our best for the community, getting the most from limited resources and using taxpayers' money wisely

- You are proud to be part of the wider Croydon and the contribution you and your teams make to it. You make a difference to people's lives through engagement and you strive to get the best possible value for money for customers.

**Honest and Open:** We work hard to build trust by treating everyone with honesty and integrity

- You think through who needs to understand what during communication; and take care to communicate detail clearly. You take people's views into account continuously. You trust people, colleagues and staff, to do their best and deal with any issues positively.

**Taking Responsibility:** We encourage and support each other to take responsibility and show what we can do, learning together and recognising each other's contributions

- You are clear where formal accountability lies and where we can all take responsibility for results. You praise your colleagues for their efforts and ideas and thank them for their contributions.

**Valuing Diversity:** We make the most of the many perspectives that make Croydon distinctive

- You treat all staff and customers with equal value and respect. In everything you do, you make good use of the wide variety of background, skills and perspective your teams, the Council and the community demonstrate.

Updated: January 2021

**Job Description**

<b>Job title:</b> Head of Housing Policy and Improvement	<b>Service Area:</b> Housing	
<b>Directorate:</b> Housing	<b>Post Number</b> From Oracle	<b>Evaluation Number</b>
<b>Grade:</b> XXX	<b>Date issued:</b> June 2021 (consultation draft)	

**Croydon Council's priorities**

We will live within our means, balance the books and provide value for money for our residents.

We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.

We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.

To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand.

**Croydon Council's new ways of working**

We will 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.

**Job Purpose:**

As a member of the extended management team, the **Head of Housing Policy and Development** will work collaboratively across their department and with other Heads of Service and directors to ensure the effective and efficient development and delivery of council services that support departmental and council objectives.

As required, the postholder will participate in corporate management activities that cross over service or departmental boundaries.

The **Head of Housing Policy and Development** will be the professional lead for all aspects of housing policy and development and keep abreast of and assess the implications for the Council of policy issues, continuous improvement and other relevant guidance issued by the government, other research, and significant developments by other authorities

**Reports to:** Corporate Director of Housing

**Responsible for:** To be the professional lead for:

- Service development and improvements
- Housing returns, performance, strategy, and policies compliance
- Homeless Strategy
- Housing Strategy
- Other related strategies

The post holder is responsible for a service budget of £ XXm and will deliver services and the associated savings programme and transformation projects within that budget envelope.

**Corporate Accountabilities (all Heads of Service)**

To take a “one Council” approach to deliver more effective outcomes and at all times avoid a siloed, single division or service area approach.

To actively seek out and learn from external good practice and bring those new ideas and ways of working into service development and delivery.

To contribute and lead as required as a project owner on the delivery and implementation of specific corporate projects as required.

To actively role model the council's priorities and ways of working and the council's leadership framework and values.

To lead, manage and develop staff teams and ensure compliance with the council's performance management system and all HR policies and procedures

Be accountable for associated budget and have affordable plans in place to deliver the annual budget and Medium Term Financial Plan.

Provide assurance that the services are compliant and performance monitoring is part of the corporate rhythm, and exceptions have robust action plans.

To operate within the governance, financial and legal frameworks of the Council at all times.

Ensure equalities is embedded into all aspects of professional and managerial roles, including service delivery and at all times carry out your duties with regard to the Council policy.

Ensure by robust management that the services and staff you are responsible for adhere to the Council's Health and Safety Policy and operate within the safety management frameworks.

To ensure the effective management of data and security of information received and used within the division, to comply with the relevant legislation such as GDPR and the Freedom of Information Act, recognising that the council wishes to operate in the most open and transparent way.

Participate in cross organisational risk management and emergency planning activities as required

### **Service Accountabilities:**

To work jointly with the management team in the Housing Department and other heads of service within the department to ensure the development and transformation of services that meet the new budget envelope in the medium term financial strategy 2021-2024 is delivered.

To lead and work collaboratively with other council services, partners and residents on service development and improvements to ensure delivery of housing targets.

To ensure the development of the housing service with new housing strategies and policies. With particular focus on homelessness, overcrowding and allocations, ensuring resident involvement and consultation; and tenant and leasehold scrutiny is supported.



To keep abreast of, and assess the implications for the Council of policy issues, continuous improvement and other relevant guidance issued by the government, other research, and significant developments by other authorities

To compile, analyse and interpret housing information and statistics using available housing information systems and databases

To ensure an effective robust system for all housing complaints, members enquiries and FOI requests.

To ensure an effective and robust system for housing returns and performance that informs strategy and ensures policy compliance.

Through personal example, open commitment and clear action, valuing and celebrating the diversity of Croydon's communities, ensuring equality of access and treatment in employment and service delivery.

The list of duties in the role profile should not be regarded as exclusive or exhaustive. There will be other duties and requirements associated with your job and, in addition, as a term of your employment you may be required to undertake various other duties as may reasonably be required.

Your duties will be as set out in the above role profile but please note that the Council reserves the right to update your role profile, from time to time, to reflect changes in, or to, your job.

You will be consulted about any proposed changes.

### **Key Stakeholder Relationships:**

#### Internal:

Councillors, Corporate Leadership Team, and Council Directors, Heads of service across the council, trade unions and beyond.

#### External:

Local, regional and national government bodies, agencies and NGOs; professional bodies; other local authorities; partner organisations; statutory bodies; members of the public and community groups; national and local press; trade unions; contractors and suppliers; MPs and MEPs; GLA/London Mayor's office; courts; legal and other representatives; the Housing and Local Government Ombudsman..

**Political Restrictions:**

This post is politically restricted and under the Local Government and Housing Act 1989, as amended by the Local Democracy, Economic Development and Construction Act 2009 and the post holder may not have any active political role either in or outside the work. **Will only apply to HOS whose duties also involve giving advice to committees, sub-committees or to the Executive or speak on behalf of the Council to journalists e.g Head of Scrutiny, Head of Communications, deputy monitoring and S151 officers**

**Statutory Responsibilities:**

This role has no assigned statutory responsibilities.

**Other Considerations:**

You may, from time to time, be required to work outside of regular office hours including weekends and evenings to attend meetings and community events.

The postholder is required to observe and fulfill the seven principles of public life (also known as the Nolan Principles).

**1.1 Selflessness**

Holders of public office should act solely in terms of the public interest.

**1.2 Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

**1.3 Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

**1.4 Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

**1.5 Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

**1.6 Honesty**

Holders of public office should be truthful.

### **1.7 Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

## Person Specification

### Specific Minimum Qualifications and Expertise

#### Qualifications:

- A professional or management qualification or educated to degree level or demonstrable equivalent experience.
- Evidence of continuing professional development, leadership and personal

#### Experience:

- Proven ability to lead a strategic team at a similar level through customer services and leadership capability
- A successful track record and background of consistent achievement at senior management level in a local authority or large complex organisation.
- Experience of establishing and implementing business planning processes and performance management systems to ensure appropriate and cost effective service delivery.
- Demonstrable excellence in team management and service delivery in relation to the provision of customer orientated services that achieve successful outcomes.
- Experience of working in partnership with a wide range of internal and external stakeholders / bodies including statutory bodies and organisations
- Proven track record of working in a senior management role within housing, in a local authority or similar organisation

#### Knowledge and Skills:

- High level of communication skills to persuade and engage audiences and form positive relationships at all levels (internally and externally).
- Ability to work in a collaborative way to transform service delivery including the ability to manage internal departmental relationships
- Evidence of being a strong corporate player who will lead, motivate and inspire their teams and build a high performing culture.
- Ability to work effectively across a range of service disciplines and with a range of people.
- Expertise in data analytics and targeting work in relation to identified needs.
- Commitment to the Council's core value and objectives
- A good knowledge of the relevant legal, policy and financial frameworks which apply to housing in a local authority environment

## Corporate Values

Our values are the base of every job role within Croydon – our values are fundamental in everything we do as a Local Authority. You are required to demonstrate a commitment to our corporate values and this will be assessed using the criteria below:



**One Team:** To cross boundaries to work together towards shared goals with colleagues, partners and communities

- You are strategically innovative in your approach to building and maintaining partnerships and you and your teams act in a joint enterprise with them. You use your contacts and colleagues to bring teams together.

**Proud to Serve:** We strive to always do our best for the community, getting the most from limited resources and using taxpayers' money wisely

- You are proud to be part of the wider Croydon and the contribution you and your teams make to it. You make a difference to people's lives through engagement and you strive to get the best possible value for money for customers.

**Honest and Open:** We work hard to build trust by treating everyone with honesty and integrity

- You think through who needs to understand what during communication; and take care to communicate detail clearly. You take people's views into account continuously. You trust people, colleagues and staff, to do their best and deal with any issues positively.

**Taking Responsibility:** We encourage and support each other to take responsibility and show what we can do, learning together and recognising each other's contributions

- You are clear where formal accountability lies and where we can all take responsibility for results. You praise your colleagues for their efforts and ideas and thank them for their contributions.

**Valuing Diversity:** We make the most of the many perspectives that make Croydon distinctive

- You treat all staff and customers with equal value and respect. In everything you do, you make good use of the wide variety of background, skills and perspective your teams, the Council and the community demonstrate.

Updated: June 2021

**Job Description**

<b>Job title:</b> Head of Housing Service Planning and Delivery	<b>Service Area:</b> Housing – Estates and Development	
<b>Directorate:</b> Housing	<b>Post Number</b> From Oracle	<b>Evaluaiton Number</b>
<b>Grade:</b> XXX	<b>Date issued:</b> January 2021 (consultation draft)	

**Croydon Council's priorities**

We will live within our means, balance the books and provide value for money for our residents.

We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.

We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.

To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand.

**Croydon Council's new ways of working**

We will practice sound financial management, being honest about what we've spent and what we can afford.

We will focus on what we, uniquely, can do as the local authority as the democratically elected leaders of our borough. This means we will focus on our core services, and a small number of evidence-based outcomes that deliver our priorities. But we will also continue to use our democratic mandate to convene our partners around a common purpose and to make a clear case for a better deal for Croydon.

We will aim to become a much more transparent, open and honest council.

We will involve residents in our decision making. But we will also need to be clear with residents about what we can do, and what we can't. When we

have to say no, we will do so with compassion and take the time to explain our decisions.

**Responsibility for:** Planning improvements to the Housing stock, development of long-term business plan for the HRA and HRA new build plans.

**Job Purpose:**

As a member of the extended management team, the **Head Housing Service Planning and Delivery** will work collaboratively across their department and with other Heads of Service and directors to ensure the effective and efficient development and delivery of council services that support departmental and council objectives.

As required, the postholder will participate in corporate management activities that cross over service or departmental boundaries.

The **Head of Housing Service Planning and Delivery** will be the professional lead for the development longer term improvement plan for the housing stock ensuring an HRA plan is in place for Croydon Council tenants and leaseholders (approximately 14,000 tenants and 2,500 leaseholders). Ensuring that the council meets its statutory requirements for Health and Safety. Also responsible for HRA new build strategy

**Reports to:** Director of Housing – Estates and Development

**Responsible for:** housing repairs and maintenance, HRA voids, all aspects of safety and building compliance, planned maintenance, improvements and works, managing empty properties.

The post holder is responsible for a service budget of £ XXm and will deliver services and the associated savings programme and transformation projects within that budget envelope.

**Corporate Accountabilities (all Heads of Service)**

To take a “one Council” approach to deliver more effective outcomes and at all times avoid a siloed, single division or service area approach.

To actively seek out and learn from external good practice and bring those new ideas and ways of working into service development and delivery.

To contribute and lead as required as a project owner on the delivery and implementation of specific corporate projects as required.

To actively role model the council's priorities and ways of working and the council's leadership framework and values.

To lead, manage and develop staff teams and ensure compliance with the council's performance management system and all HR policies and procedures

Be accountable for associated budget and have affordable plans in place to deliver the annual budget and Medium Term Financial Plan.

Provide assurance that the services are compliant and performance monitoring is part of the corporate rhythm, and exceptions have robust action plans.

To operate within the governance, financial and legal frameworks of the Council at all times.

Ensure equality is embedded into all aspects of professional and managerial roles, including service delivery and at all times carry out your duties with regard to the Council policy.

Ensure by robust management that the services and staff you are responsible for adhere to the Council's Health and Safety Policy and operate within the safety management frameworks.

To ensure the effective management of data and security of information received and used within the division, to comply with the relevant legislation such as GDPR and the Freedom of Information Act, recognising that the council wishes to operate in the most open and transparent way.

Participate in cross organisational risk management and emergency planning activities as required

**Service Accountabilities:**

To be the professional lead for all aspects of long-term planning to improve housing stock and develop new HRA housing business plan, which includes:

- Development of Long term HRA business plan
- Surveys of estates
- Working with finance colleagues to assess financial viability, developing plan for HRA new build
- Work along side repairs/planning maintenance team
- planned maintenance, improvements and works
- Working alongside resident engagement and tenants' panels



The list of duties in the role profile should not be regarded as exclusive or exhaustive. There will be other duties and requirements associated with your job and, in addition, as a term of your employment you may be required to undertake various other duties as may reasonably be required.

Your duties will be as set out in the above role profile but please note that the Council reserves the right to update your role profile, from time to time, to reflect changes in, or to, your job.

You will be consulted about any proposed changes.

### **Key Stakeholder Relationships:**

#### Internal:

Members; Chief Officers; Directors; Heads of Service; other teams and senior departmental colleagues across the whole council; trade unions.

#### External:

Local, regional and national government bodies, agencies and NGOs; professional bodies; other local authorities; partner organisations; statutory bodies; members of the public and community groups; national and local press; trade unions; contractors and suppliers; MPs and MEPs; GLA/London Mayor's office; courts; legal and other representatives; the Housing and Local Government Ombudsman.

### **Political Restrictions:**

This post is politically restricted and under the Local Government and Housing Act 1989, as amended by the Local Democracy, Economic Development and Construction Act 2009 and the post holder may not have any active political role either in or outside the work. **Will only apply to HOS whose duties also involve giving advice to committees, sub-committees or to the Executive or speak on behalf of the Council to journalists e.g Head of Scrutiny, Head of Communications, deputy monitoring and S151 officers**

### **Statutory Responsibilities:**

This role has no assigned statutory responsibilities.

### **Other Considerations:**

You may, from time to time, be required to work outside of regular office hours including weekends and evenings to attend meetings and community events.

The postholder is required to observe and fulfill the seven principles of public life (also known as the Nolan Principles).

**1.1 Selflessness**

Holders of public office should act solely in terms of the public interest.

**1.2 Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

**1.3 Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

**1.4 Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

**1.5 Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

**1.6 Honesty**

Holders of public office should be truthful.

**1.7 Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

## Person Specification

### Specific Minimum Qualifications and Expertise

#### Qualifications:

- A professional or management qualification or educated to degree level or demonstrable equivalent experience.
- Evidence of continuing professional development, leadership and extensive experience
- Professional qualifications in building/construction/surveying

#### Experience:

- Proven ability to lead a strategic team at a similar level through customer services and leadership capability
- A successful track record and background of consistent achievement at senior management level in a local authority or large complex organisation.
- Experience of establishing and implementing business planning processes and performance management systems to ensure appropriate and cost effective service delivery.
- Demonstrable excellence in team management and service delivery in relation to the provision of customer orientated services that achieve successful outcomes.
- Experience of working in partnership with a wide range of internal and external stakeholders / bodies including statutory bodies and organisations
- A proven track record of achievement within the public or private sector in the development, management and delivery of a multi million pound responsive repairs service.
- Demonstrable experience of effectively managing large contracts and contractors within either the public or private sector

#### Knowledge and Skills:

- High level of communication skills to persuade and engage audiences and form positive relationships at all levels (internally and externally).
- Ability to work in a collaborative way to transform service delivery including the ability to manage internal departmental relationships
- Evidence of being a strong corporate player who will lead, motivate and inspire their teams and build a high performing culture.
- Ability to work effectively across a range of service disciplines and with a range of people.

- Expertise in data analytics and targeting work in relation to identified needs.
- Commitment to the Council's core value and objectives
- Demonstrable knowledge and understanding of working with a range of contractors to deliver services that are cost effective and efficient.
- Demonstrable in depth knowledge of a housing responsive repairs service and the residential property maintenance industry.
- A good knowledge of the relevant legal, policy and financial frameworks which apply to housing in a local authority environment

### Corporate Values

Our values are the base of every job role within Croydon – our values are fundamental in everything we do as a Local Authority. You are required to demonstrate a commitment to our corporate values and this will be assessed using the criteria below:



**One Team:** To cross boundaries to work together towards shared goals with colleagues, partners and communities

- You are strategically innovative in your approach to building and maintaining partnerships and you and your teams act in a joint enterprise with them. You use your contacts and colleagues to bring teams together.

**Proud to Serve:** We strive to always do our best for the community, getting the most from limited resources and using taxpayers' money wisely

- You are proud to be part of the wider Croydon and the contribution you and your teams make to it. You make a difference to people's lives through engagement and you strive to get the best possible value for money for customers.

**Honest and Open:** We work hard to build trust by treating everyone with honesty and integrity

- You think through who needs to understand what during communication; and take care to communicate detail clearly. You take people's views into account continuously. You trust people, colleagues and staff, to do their best and deal with any issues positively.

**Taking Responsibility:** We encourage and support each other to take responsibility and show what we can do, learning together and recognising each other's contributions

- You are clear where formal accountability lies and where we can all take responsibility for results. You praise your colleagues for their efforts and ideas and thank them for their contributions.

**Valuing Diversity:** We make the most of the many perspectives that make Croydon distinctive

- You treat all staff and customers with equal value and respect. In everything you do, you make good use of the wide variety of background, skills and perspective your teams, the Council and the community demonstrate.

Updated: January 2021

**Job Description**

<b>Job title:</b> Head of Insurance, Risk and Anti-Fraud	<b>Service Area:</b> Finance	
<b>Division:</b> Corporate Resources	<b>Post Number</b> From Oracle	<b>Evaluation Number</b>
<b>Grade:</b> XXX	<b>Date issued:</b> January 2021 (consultation draft)	

**Croydon Council's priorities**

We will live within our means, balance the books and provide value for money for our residents.

We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.

We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.

To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand

**Croydon Council's new ways of working**

We will practise sound financial management, being honest about what we've spent and what we can afford.

We will focus on what we, uniquely, can do as the local authority as the democratically elected leaders of our borough. This means we will focus on our core services, and a small number of evidence-based outcomes that deliver our priorities. But we will also continue to use our democratic mandate to convene our partners around a common purpose and to make a clear case for a better deal for Croydon.

We will aim to become a much more transparent, open and honest council.

We will involve residents in our decision making. But we will also need to be clear with residents about what we can do, and what we can't. When we have to say no, we will do so with compassion and take the time to explain our decisions

**Job Purpose:**

As a member of the extended management team, the Head of Insurance, Risk and Anti-Fraud will work collaboratively across their department and with other Heads of Service and directors to ensure the effective and efficient development and delivery of council services that, that support departmental and council objectives.

- Through the provision of specialist advice and investigation skills to the council in the investigation of fraud, misconduct and corruption to ensure the council is protected from fraud risks.
- ensure the council complies with all legislative and regulatory requirements in dealing with its risks
- be accountable within the context of the overall governance arrangements of the Council for the framework for managing the insurance function and the strategic risk management service.

**Reports to:** Director of Finance (Deputy 151)

**Responsible for:** which encompasses:

Leading the strategic relationship with the Insurance London Consortium (ILC);

Supporting and developing the Council's governance and assurance frameworks;

Ensuring that the Corporate Anti-Fraud team investigates fraud and irregularity, both within and outside the Council, in a manner that adheres to both legal and legislative framework;

Promoting a fraud awareness culture within the organisation and promoting the organisation as a centre of anti-fraud excellence;

Management of the councils existing Shared Service fraud investigation contracts and the development of further opportunities.

**Corporate Accountabilities (all Heads of Service)**

To take a "one Council" approach to deliver more effective outcomes and at all times avoid a siloed, single division or service area approach.

To actively seek out and learn from external good practice and bring those new ideas and ways of working into service development and delivery.

To contribute and lead as required as a project owner on the delivery and implementation of specific corporate projects as required.

To actively role model the council's priorities and ways of working and the council's leadership framework and values.

To lead, manage and develop staff teams and ensure compliance with the council's performance management system and all HR policies and procedures

Be accountable for associated budget and have affordable plans in place to deliver the annual budget and Medium-Term Financial Plan.

Provide assurance that the services are compliant and performance monitoring is part of the corporate rhythm, and exceptions have robust action plans.

To operate within the governance, financial and legal frameworks of the Council at all times.

Ensure equalities is embedded into all aspects of professional and managerial roles, including service delivery and at all times carry out your duties with regard to the Council policy.

Ensure by robust management that the services and staff you are responsible for adhere to the Council's Health and Safety Policy and operate within the safety management frameworks.

To ensure the effective management of data and security of information received and used within the division, to comply with the relevant legislation such as GDPR and the Freedom of Information Act, recognising that the council wishes to operate in the most open and transparent way.

Participate in cross organisational risk management and emergency planning activities as required

### **Service Accountabilities:**

#### Anti-Fraud:

- Lead the Corporate Anti-Fraud team, giving strategic direction and ensuring the development of the team in areas of emerging fraud and corruption.
- Ensure that fraud and corruption is identified, investigated and sanctioned and that
  - proceeds of crime recoveries are maximised
  - That fraud risks are identified and mitigated where possible
  - the reporting of fraud, corruption and misconduct both internally through schemes such as whistleblowing and externally through the council hotline is maintained and developed.



- the work and strategic development of the team is supported by elected members
  - successful work carried out by the team is adequately publicised to ensure deterrent
- Provide support and advice to the organisation in dealing effectively with concerns of fraud, corruption or misconduct
  - Provide specialist advice to Members on matters of anti-fraud resulting from constituent complaints and report regularly on the work of the team to the General Purposes and Audit Committee (GPAC)
  - Maintain shared service arrangements with client local authorities while identifying and pursuing new ones to maximise the income generation of the team
  - Maintain accreditation with the Home Office and the National Crime Agency to ensure the council complies with its statutory responsibility under RIPA and POCA
  - Develop and promote partnership working with complimentary agencies such as Police, Home Office, Cabinet Office and DWP
  - Maintain existing procedures and policies and develop new ones as appropriate that guide the organisation in the following areas;
    - Anti-Fraud and Corruption Strategy
    - Anti Money Laundering policy
    - Investigation of financial irregularities and fraud procedure
    - Staff Code of Conduct
    - Whistleblowing policy
    - Anti Bribery policy

#### Insurance and Risk:

- Insurance London Consortium (ILC): Reduce/control of risk financing costs to the nine London boroughs of the ILC, achieved through operational risk improvements reducing claims experience/cost and the development of risk financing approaches in conjunction with the insurance market, reducing the overall cost of risk
- To lead and develop the insurance consortium for the consortium boroughs through a S101 agreement developing a complete shared service for those elements delivered through the consortium.
- To be accountable for the delivery of a strategy regarding insurable risk within the context of leading the accountable body functions (S101 agreement) for the ILC.
- Insurance function Croydon. Reduce /control of risk financing costs implemented locally in Croydon achieved through operational risk improvements in Croydon, reducing claims experience/cost and the more practice investigation and handling of claims delivered by the inhouse team.
- Risk management: to maintenance and delivery of a strategic risk management framework enabling the organisation to identify and mitigate risks impacting on the corporate objectives of the organisation

- To investigate, develop and implement a national franchise approach to local government insurance
- To lead and deliver strategic risk management to support the member and officer decision making process including:
  - Accountable for the Enterprise Risk Management framework for the Authority
  - Integration of the internal audit programme with the Risk Management Framework; and integration of Risk Management with performance management
- To manage and develop the self-insurance fund.

The list of duties in the role profile should not be regarded as exclusive or exhaustive. There will be other duties and requirements associated with your job and, in addition, as a term of your employment you may be required to undertake various other duties as may reasonably be required.

Your duties will be as set out in the above role profile but please note that the Council reserves the right to update your role profile, from time to time, to reflect changes in, or to, your job.

You will be consulted about any proposed changes.

### **Key Stakeholder Relationships:**

#### Internal:

Councillors including portfolio holders and the Leader, Corporate Leadership Team, and Council Directors, Service and Heads of Service across the Council, General Purposes and Audit Committee.

#### External:

Government Departments (Home Office, Cabinet Office, HMRC, Dept of Work and Pensions, Office of the Surveillance Commissioner (OSC), Interception of Communications Commissioners Office (IoCCO), National Consultation Groups, Strategic Partners, Other Local Authorities, London Authorities (the participants of the ILC), Trade Unions, MPs, Partner Organisations and suppliers, Professional Bodies, businesses, national and local press, voluntary sector.

The council's Audit and Anti-Fraud strategic external partner; All Police forces; National Crime Agency (NCA); National Anti-Fraud Network (NAFN); NHS

### **Political Restrictions:**

*This post is politically restricted and under the Local Government and Housing Act 1989, as amended by the Local Democracy, Economic Development and*

*Construction Act 2009 and the post holder may not have any active political role either in or outside the work.*

**Statutory Responsibilities:**

Senior Authorising officer (SAO) for Restraint and Production Orders under POCA 2002

Designated Person (DP) for the authorisation of surveillance and accessing communications data under the Regulation of Investigatory Powers Act (RIPA) 2000.

**Other Considerations:**

You may, from time to time, be required to work outside of regular office hours including weekends and evenings to attend meetings and community events.

The postholder is required to observe and fulfill the seven principles of public life (also known as the Nolan Principles).

**1.1 Selflessness**

Holders of public office should act solely in terms of the public interest.

**1.2 Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

**1.3 Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

**1.4 Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

**1.5 Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

**1.6 Honesty**

Holders of public office should be truthful.

**1.7 Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

**Person Specification****Specific Minimum Qualifications and Expertise****Qualifications:**

- Accredited Counter Fraud Specialist (ACFS) preferably at Manager ACFM level and CPD compliant
- Accredited Senior Authorising Officer (SAO) accredited by the National Crime Agency (NCA) and CPD compliant
- Accredited Designated Person (DP) for the purposes of authorising RIPA surveillance and Communication applications
- Evidence of continuing professional development, leadership and personal
- Professional qualification in Risk Management and Insurance

**Experience:**

- Experience gained in Insurance and Risk Management is a pre-requisite as the post holder is professional lead for the organisation in these workstreams.
- Extensive experience of delivering risk management and insurance services to senior management and other stakeholders and customers with a good understanding of the service area and subsequent legislation.
- Significant experience of successfully managing a corporate anti-fraud service
- Significant experience of working in public sector partnership settings delivering tangible improvements to service outcomes;
- Significant experience of developing and delivering successful and complex projects or services in partnership with other agencies;
- Experience of working within a politically driven organisation operating at a senior level with elected or board members;
- Track record of successfully identifying and managing financial and delivery risks to project, programme or service delivery
- Experience of sourcing, commissioning, and managing third parties, to take forward elements of delivery;
- Experience, and established track record of negotiating and influencing positive outcomes in a partnership and/or stakeholder management setting;
- Experience of developing, implementing and reviewing successful governance and reporting structures which enable timely escalation of risks, issues and decisions as required;
- Proven ability to lead a strategic team at a similar level through customer services and leadership capability
- A successful track record and background of consistent achievement at senior management level in a local authority or large complex organisation.
- Experience of establishing and implementing business planning processes and performance management systems to ensure appropriate and cost effective service delivery.
- Demonstrable excellence in team management and service delivery in relation to the provision of customer orientated services that achieve successful outcomes.

- Experience of working in partnership with a wide range of internal and external stakeholders / bodies including statutory bodies and organisations

### Knowledge and Skills:

- Ability to implement a risk financing strategy for complex organisations, and devise and oversee claims handling and loss controls strategies.
- Understanding of the powers, responsibilities and duties incumbent upon local authorities with regards to housing stock management and tenant & leaseholder engagement;
- Demonstrable ability to work quickly and effectively under pressure to tight deadlines;
- Ability to communicate complex ideas, concepts, issues and financial information clearly and simply both verbally and in writing;
- Ability to form interpersonal relationships with a wide range of people quickly and easily.
- A proven track record of good negotiation skills and experience of including the outcomes of service delivery.
- High level of communication skills to persuade and engage audiences and form positive relationships at all levels (internally and externally).
- Ability to work in a collaborative way to transform service delivery including the ability to manage internal departmental relationships
- Evidence of being a strong corporate player who will lead, motivate and inspire their teams and build a high performing culture.
- Ability to work effectively across a range of service disciplines and with a range of people.
- Expertise in data analytics and targeting work in relation to identified needs.
- Commitment to the Council's core value and objectives

### Corporate Values

Our values are the base of every job role within Croydon – our values are fundamental in everything we do as a Local Authority. You are required to demonstrate a commitment to our corporate values and this will be assessed using the criteria below:

**One Team:** To cross boundaries to work together towards shared goals with colleagues, partners and communities

- You are strategically innovative in your approach to building and maintaining partnerships and you and your teams act in a joint enterprise with them. You use your contacts and colleagues to bring teams together.



**Proud to Serve:** We strive to always do our best for the community, getting the most from limited resources and using taxpayers' money wisely

- You are proud to be part of the wider Croydon and the contribution you and your teams make to it. You make a difference to people's lives through engagement and you strive to get the best possible value for money for customers.

**Honest and Open:** We work hard to build trust by treating everyone with honesty and integrity

- You think through who needs to understand what during communication; and take care to communicate detail clearly. You take people's views into account continuously. You trust people, colleagues and staff, to do their best and deal with any issues positively.

**Taking Responsibility:** We encourage and support each other to take responsibility and show what we can do, learning together and recognising each other's contributions

- You are clear where formal accountability lies and where we can all take responsibility for results. You praise your colleagues for their efforts and ideas and thank them for their contributions.

**Valuing Diversity:** We make the most of the many perspectives that make Croydon distinctive

- You treat all staff and customers with equal value and respect. In everything you do, you make good use of the wide variety of background, skills and perspective your teams, the Council and the community demonstrate.

Updated: January 2021

TAKING  
RESPONSIBILITY

**Job Description**

<b>Job title:</b> Head of & Performance Quality Assurance	<b>Service Area:</b> Quality & Performance Improvement	
<b>Division:</b> Children, Young People & Education	<b>Post Number</b> From Oracle	<b>Evaluation Number</b>
<b>Grade:</b> XXX	<b>Date issued:</b> January 2021 (consultation draft)	

**Croydon Council's priorities**

We will live within our means, balance the books and provide value for money for our residents.

We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.

We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.

To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand

**Croydon Council's new ways of working**

We will practise sound financial management, being honest about what we've spent and what we can afford.

We will focus on what we, uniquely, can do as the local authority as the democratically elected leaders of our borough. This means we will focus on our core services, and a small number of evidence-based outcomes that deliver our priorities. But we will also continue to use our democratic mandate to convene our partners around a common purpose and to make a clear case for a better deal for Croydon.

We will aim to become a much more transparent, open and honest council.

We will involve residents in our decision making. But we will also need to be clear with residents about what we can do, and what we can't. When we have to say no, we will do so with compassion and take the time to explain our decisions

**Job Purpose:**

As a member of the extended management team, the **Head of Performance & Quality Assurance** will work collaboratively across their department and with other Heads of Service and directors to ensure the effective and efficient



development and delivery of council services that, that support departmental and council objectives.

As required, the postholder will participate in corporate management activities that cross over service or departmental boundaries.

The **Head of Performance & Quality Assurance** will provide strategic leadership and expert advice on driving the continuous improvement of services through the development and implementation of performance management, business intelligence, quality assurance, ensuring consistency in processes across children services.

**Reports to:** Director of Quality & Performance Improvement

**Responsible for:** Performance Analyst Team, Practice Improvement Team

***Corporate Accountabilities (all Heads of Service)***

To take a “one Council” approach to deliver more effective outcomes and at all times avoid a siloed, single division or service area approach.

To actively seek out and learn from external good practice and bring those new ideas and ways of working into service development and delivery.

To contribute and lead as required as a project owner on the delivery and implementation of specific corporate projects as required.

To actively role model the council’s priorities and ways of working and the council’s leadership framework and values.

To lead, manage and develop staff teams and ensure compliance with the councils performance management system and all HR policies and procedures

Be accountable for associated budget and have affordable plans in place to deliver the annual budget and Medium Term Financial Plan.

Provide assurance that the services are compliant and performance monitoring is part of the corporate rhythm, and exceptions have robust action plans.

To operate within the governance, financial and legal frameworks of the Council at all times.

Ensure equalities is embedded into all aspects of professional and managerial roles, including service delivery and at all times carry out your duties with regard to the Council policy.

Ensure by robust management that the services and staff you are responsible for adhere to the Council’s Health and Safety Policy and operate within the safety management frameworks.

To ensure the effective management of data and security of information received and used within the division, to comply with the relevant legislation such as GDPR and the Freedom of Information Act, recognising that the council wishes to operate in the most open and transparent way.

Participate in cross organisational risk management and emergency planning activities as required

**Service Accountabilities:**

To lead the response to quality assurance activities.

To develop effective mechanisms to seek out, listen to, and respond to the views and ideas of children and young people, partners and other stakeholders in order to ensure services are relevant, responsive and truly focused on improving outcomes.

Provide independent scrutiny of practice and standards through a programme of qualitative and quantitative reviews.

Understand and analyse key performance indicators and trends to inform the contemporaneous assessment of the quality of practice.

Develop and implement a range of feedback mechanisms that provide assurance to a range of stakeholders, and inform continuous improvement across the service.

Develop and maintain regular contact with senior leaders, senior managers and elected members to ensure they are aware of and engaged in front-line practice issues.

The list of duties in the role profile should not be regarded as exclusive or exhaustive. There will be other duties and requirements associated with your job and, in addition, as a term of your employment you may be required to undertake various other duties as may reasonably be required.

Your duties will be as set out in the above role profile but please note that the Council reserves the right to update your role profile, from time to time, to reflect changes in, or to, your job.

You will be consulted about any proposed changes.

**Key Stakeholder Relationships:**

Internal: Elected members, including the Lead Member for Children, Education and Learning, Scrutiny Sub-Committee Children's Services, Directors and Heads of Service across the department, Directors and Heads of Service across the Council, Corporate Parenting Panel

**External:** Local safeguarding partners from the police, community and acute health providers and the probation service, Croydon Safeguarding Children Partnership, Social Care practice, learning and development experts, e.g. Research in Practice, What Works Centre, SCIE, SWE, BASW. National and regional professional networks e.g. Principal Social Workers Network, Universities, both regionally and nationally. Private sector learning providers DFE, CAF/CASS, Voluntary and third sector agencies and Other local authorities

**Political Restrictions:**

*This post is politically restricted and under the Local Government and Housing Act 1989, as amended by the Local Democracy, Economic Development and Construction Act 2009 and the post holder may not have any active political role either in or outside the work. Will only apply to HOS whose duties also involve giving advice to committees, sub-committees or to the Executive or speak on behalf of the Council to journalists e.g Head of Scrutiny, Head of Communications, deputy monitoring and S151 officers*

**Statutory Responsibilities:**

This role has no assigned statutory responsibilities.

**Other Considerations:**

You may, from time to time, be required to work outside of regular office hours including weekends and evenings to attend meetings and community events.

The postholder is required to observe and fulfill the seven principles of public life (also known as the Nolan Principles).

**1.1 Selflessness**

Holders of public office should act solely in terms of the public interest.

**1.2 Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

**1.3 Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

**1.4 Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

**1.5 Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

**1.6 Honesty**

Holders of public office should be truthful.

**1.7 Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

## Person Specification

### Specific Minimum Qualifications and Expertise

#### Qualifications:

- Social work qualification and be a registered with Social Work England
- A professional or management qualification or educated to degree level or demonstrable equivalent experience.
- Evidence of continuing professional development, leadership and personal

#### Experience:

- Substantial experience of providing social care leadership that manages and reduces risk within a dynamic and changing environment
- Significant experience and proven record of accomplishment of working as a Manager/Supervisor of social workers including quality assurance.
- Proven track record of formulating and leading strategies that cross service and professional boundaries, which lead to improved outcomes for children and young people.
- Demonstrable experience of initiating and managing change in the pursuit of strategic objectives.
- Experience of directly contributing to policy formulation, implementation and review
- Experience of dealing with elected Members and political sensitivity
- Experience of developing and implementing service standards in line with latest thinking
- Proven ability to lead a strategic team at a similar level through customer services and leadership capability
- A successful track record and background of consistent achievement at senior management level in a local authority or large complex organisation.
- Experience of establishing and implementing business planning processes and performance management systems to ensure appropriate and cost effective service delivery.
- Demonstrable excellence in team management and service delivery in relation to the provision of customer orientated services that achieve successful outcomes.
- Experience of working in partnership with a wide range of internal and external stakeholders / bodies including statutory bodies and organisations

#### Knowledge and Skills:

- Detailed knowledge of the relevant legislation and guidance that underpins social work practice and multi-agency safeguarding
- Highly developed specialist knowledge relevant to the quality of social work practice in children's services
- Ability to communicate effectively with senior managers across the Council, elected Members, central government, multi-agency partners and children and families
- A probing, questioning ability to challenge systems, procedures, strategy and implement improvements

- Ability to produce written material to a high standard which is suitable for a range of different audiences
- Proven ability to lead and influence particularly during change
- Ability to develop and use performance management and quality assurance processes to achieve high quality professional practice
- Excellent negotiating, planning and commissioning skills
- High level of communication skills to persuade and engage audiences and form positive relationships at all levels (internally and externally).
- Ability to work in a collaborative way to transform service delivery including the ability to manage internal departmental relationships
- Evidence of being a strong corporate player who will lead, motivate and inspire their teams and build a high performing culture.
- Ability to work effectively across a range of service disciplines and with a range of people.
- Expertise in data analytics and targeting work in relation to identified needs.
- Commitment to the Council's core value and objectives

### Corporate Values

Our values are the base of every job role within Croydon – our values are fundamental in everything we do as a Local Authority. You are required to demonstrate a commitment to our corporate values and this will be assessed using the criteria below:



**One Team:** To cross boundaries to work together towards shared goals with colleagues, partners and communities

- You are strategically innovative in your approach to building and maintaining partnerships and you and your teams act in a joint enterprise with them. You use your contacts and colleagues to bring teams together.

**Proud to Serve:** We strive to always do our best for the community, getting the most from limited resources and using taxpayers' money wisely

- You are proud to be part of the wider Croydon and the contribution you and your teams make to it. You make a difference to people's lives through engagement and you strive to get the best possible value for money for customers.

**Honest and Open:** We work hard to build trust by treating everyone with honesty and integrity

- You think through who needs to understand what during communication; and take care to communicate detail clearly. You take people's views into account continuously. You trust people, colleagues and staff, to do their best and deal with any issues positively.

**Taking Responsibility:** We encourage and support each other to take responsibility and show what we can do, learning together and recognising each other's contributions

- You are clear where formal accountability lies and where we can all take responsibility for results. You praise your colleagues for their efforts and ideas and thank them for their contributions.

**Valuing Diversity:** We make the most of the many perspectives that make Croydon distinctive

- You treat all staff and customers with equal value and respect. In everything you do, you make good use of the wide variety of background, skills and perspective your teams, the Council and the community demonstrate.

Updated: January 2021

**Job Description**

<b>Job title:</b> Head of Resident Contact	<b>Service Area:</b> Digital and Resident Access	
<b>Division:</b> Assistant Chief Executive	<b>Post Number</b> From Oracle	<b>Evaluation Number</b>
<b>Grade:</b> XXX	<b>Date issued:</b> January 2021 (consultation draft)	

**Croydon Council's priorities**

We will live within our means, balance the books and provide value for money for our residents.

We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.

We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.

To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand

**Croydon Council's new ways of working**

We will practise sound financial management, being honest about what we've spent and what we can afford.

We will focus on what we, uniquely, can do as the local authority as the democratically elected leaders of our borough. This means we will focus on our core services, and a small number of evidence-based outcomes that deliver our priorities. But we will also continue to use our democratic mandate to convene our partners around a common purpose and to make a clear case for a better deal for Croydon.

We will aim to become a much more transparent, open and honest council.

We will involve residents in our decision making. But we will also need to be clear with residents about what we can do, and what we can't. When we have to say no, we will do so with compassion and take the time to explain our decisions



**Job Purpose:**

As a member of the extended management team, the Head of Resident Contact will work collaboratively across their department and with other Heads of Service and directors to ensure the effective and efficient development and delivery of council services that, that support departmental and council objectives.

As required, the postholder will participate in corporate management activities that cross over service or departmental boundaries.

This is a pivotal role in Croydon Renewal Improvement Plan in restoring trust with residents and getting the basics right.

The Head of Resident Contact will be responsible for shaping and driving the delivery of a new Resident Contact strategy across the organisation, leading Customer Services as it transforms to better meet the needs of our residents, stakeholders and internal customers. This includes – Access Croydon and, Croydon's Contact Centre (and pending Complaints and FOI teams). The postholder will drive forward and embed transformation to enable improvements around resident contact; face to face, telephone and online transactional services focusing on service improvement, customer satisfaction and maximising opportunities for residents to self-serve.

**Reports to:** Chief Digital Officer and Director of Resident Access (CIO/SIRO)

**Responsible for:** Leading, shaping and delivering the vision for Resident Contact. Managing the Contact Centre, Access Croydon, (and Complaints and FOI teams pending).

**Corporate Accountabilities (all Heads of Service)**

To take a “one Council” approach to deliver more effective outcomes and at all times avoid a siloed, single division or service area approach.

To actively seek out and learn from external good practice and bring those new ideas and ways of working into service development and delivery.

To contribute and lead as required as a project owner on the delivery and implementation of specific corporate projects as required .

To actively role model the council's priorities and ways of working and the council's leadership framework and values.

To lead, manage and develop staff teams and ensure compliance with the councils performance management system and all HR policies and procedures

Be accountable for associated budget and have affordable plans in place to deliver the annual budget and Medium Term Financial Plan.

Provide assurance that the services are compliant and performance monitoring is part of the corporate rhythm, and exceptions have robust action plans.

To operate within the governance, financial and legal frameworks of the Council at all times.

Ensure equalities is embedded into all aspects of professional and managerial roles, including service delivery and at all times carry out your duties with regard to the Council policy.

Ensure by robust management that the services and staff you are responsible for adhere to the Council's Health and Safety Policy and operate within the safety management frameworks.

To ensure the effective management of data and security of information received and used within the division, to comply with the relevant legislation such as GDPR and the Freedom of Information Act, recognising that the council wishes to operate in the most open and transparent way.

Participate in cross organisational risk management and emergency planning activities as required

### **Service Accountabilities:**

Support the CDO/Director of Resident Access, working with fellow Heads of Service in the division, and learning from best practice in the sector to define and implement a new digital-first contact strategy for the council as a whole.

Redesign how face to face, phone and email contact is received, categorised and measured, triaged and routed and responded to from the frontline through to back office teams. This includes process, people, communications and technology.

Support the CDO/Director to conduct a review of existing resourcing and structures for managing contact in all its forms, including potentially merging existing separate contact teams, reviewing roles and structures, and adopting new design principles.

Work in tandem with the Head of Digital Services, Access and Reach to ensure continuous improvement of digital self-service products based on

feedback and failure demand metrics from resident contact, and to drive uptake of digital customer accounts and accuracy of the contact data and preferences we hold about residents.

Review and improve the Assisted Digital offer to residents, maximising opportunities to turn offline contact into opportunities to enable future self service and resilience among residents.

Manage and respond to online customer contact and user reviews of the council - including but not limited to Twitter, Google reviews, Trustpilot, Glassdoor.

Work with Heads of Service across the council to continuously "shift left" contact that could be handled by first and second line general enquiries teams through iteration of scripts, skills and knowledge.

Establish updated KPIs for resident contact and report regularly to DLT, CLT and relevant other boards.

Lead and manage a highly effective, customer-centric first-line resident contact service, ensuring the wellbeing, motivation and performance standards of staff with an effective programme of service training, skills and career development; and applying agile/kaizen methods to drive continuous improvement.

Be a vocal and visible champion within the organisation for excellence in customer service. Set, communicate and uphold high standards and principles for all council staff to aspire to for customer service.

Work with colleagues in HR to help reset organisational culture and instill these standards and principles.

Ensure that the work of the service complies with all relevant legislation and statutory guidance.

To work with all services to improve the customer experience through innovative and creative service improvements.

Work with the Head of Digital Operations to drive improvements in telephony and ICT infrastructure to support the new contact strategy and operating model.

To lead by example and effectively manage people, projects and budgets effectively at all times.

The list of duties in the role profile should not be regarded as exclusive or exhaustive. There will be other duties and requirements associated with your

job and, in addition, as a term of your employment you may be required to undertake various other duties as may reasonably be required.

Your duties will be as set out in the above role profile but please note that the Council reserves the right to update your role profile, from time to time, to reflect changes in, or to, your job.

You will be consulted about any proposed changes.

### **Key Stakeholder Relationships:**

#### Internal:

Councillors, Corporate Leadership Team, and Council Directors, Heads of service across the division and beyond. Internal expert teams e.g. Legal, Finance, HR and Communications

#### External:

Residents, Government Departments, National Consultation Groups, Strategic Partners, Other Local Authorities, Trade Unions, MPs, Partner Organisations, Professional Bodies, businesses, voluntary sector. Police, Housing Associations, Citizen Advice Bureau. Contractors and suppliers, Solicitors and legal representatives, Court Officials, MPs, The Ombudsman

### **Political Restrictions:**

*This post is politically restricted and under the Local Government and Housing Act 1989, as amended by the Local Democracy, Economic Development and Construction Act 2009 and the post holder may not have any active political role either in or outside the work.*

### **Statutory Responsibilities:**

This role has no assigned statutory responsibilities, but plays a significant contributory part in the council meeting its obligations to vulnerable people under acts including the Care Act 2014, the Mental Health Act 1983 (as amended in 2007), the Mental Capacity Act 2005 and the Homelessness Reduction Act 2018.

### **Other Considerations:**

You may, from time to time, be required to work outside of regular office hours including weekends and evenings to attend meetings and community events.

The postholder is required to observe and fulfill the seven principles of public life (also known as the Nolan Principles).

**1.1 Selflessness**

Holders of public office should act solely in terms of the public interest.

**1.2 Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

**1.3 Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

**1.4 Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

**1.5 Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

**1.6 Honesty**

Holders of public office should be truthful.

**1.7 Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

## Person Specification

### Specific Minimum Qualifications and Expertise

#### Qualifications:

- A professional or management qualification or educated to degree level or demonstrable equivalent experience.
- Evidence of continuing professional development, leadership and personal
- Management qualification or on the job experience supplemented with relevant training

#### Experience:

- Experience of managing change at a senior level
- Experience of strategy development
- A successful track record and background of consistent achievement at senior management level in a local authority or large complex organisation.
- Experience of establishing and implementing business planning processes and performance management systems to ensure appropriate and cost effective service delivery.
- Proven ability to lead a strategic team at a similar level through customer services and leadership capability
- Demonstrable excellence in team management and service delivery in relation to the provision of customer orientated services that achieve successful outcomes.
- Track record in executing team and individual performance effectively
- Experience of working in partnership with a wide range of internal and external stakeholders / bodies including statutory bodies and organisations
- Use of customer insight to make improvements
- Preferably experience of having worked in an agile digital product development context

#### Knowledge and Skills:

- Exemplary empathy for service users
- Knowledge of the local government digital agenda including the Local Digital Declaration, GDS Service Manual and Service Standard
- Excellent knowledge of the concepts of digital-first service design, agile product development, failure demand metrics, and Government as a Platform, sufficient to be able to explain them to others.
- Understanding of user needs, user centred design, and how to break down needs and prioritise iterative improvements with digital teams

- Able to demonstrate ability to act as a service owner in a multidisciplinary, highly collaborative and fast-paced team
- Proven ability to set and evolve KPIs and metrics
- High level of communication skills to persuade and engage audiences and form positive relationships at all levels (internally and externally).
- Ability to work in a collaborative way to transform service delivery including the ability to manage internal departmental relationships
- Evidence of being a strong corporate player who will lead, motivate and inspire their teams and build a high performing culture.
- Ability to work effectively across a range of service disciplines and with a range of people.
- Knowledge of national legislation, policies standards and initiative relevant to local government and to this role
- Change management techniques
- Programme and Project management
- Financial planning, cost benefit appraisal, activity-based costing and budget management (capital and revenue)
- Experience of using Customer Relationship Management (CRM) systems
- Commitment to the Council's core value and objectives

### Corporate Values

Our values are the base of every job role within Croydon – our values are fundamental in everything we do as a Local Authority. You are required to demonstrate a commitment to our corporate values and this will be assessed using the criteria below:



**One Team:** To cross boundaries to work together towards shared goals with colleagues, partners and communities

- You are strategically innovative in your approach to building and maintaining partnerships and you and your teams act in a joint enterprise with them. You use your contacts and colleagues to bring teams together.

**Proud to Serve:** We strive to always do our best for the community, getting the most from limited resources and using taxpayers' money wisely

- You are proud to be part of the wider Croydon and the contribution you and your teams make to it. You make a difference to people's lives through engagement and you strive to get the best possible value for money for customers.

**Honest and Open:** We work hard to build trust by treating everyone with honesty and integrity

- You think through who needs to understand what during communication; and take care to communicate detail clearly. You take people's views into account continuously. You trust people, colleagues and staff, to do their best and deal with any issues positively.

**Taking Responsibility:** We encourage and support each other to take responsibility and show what we can do, learning together and recognising each other's contributions

- You are clear where formal accountability lies and where we can all take responsibility for results. You praise your colleagues for their efforts and ideas and thank them for their contributions.

**Valuing Diversity:** We make the most of the many perspectives that make Croydon distinctive

- You treat all staff and customers with equal value and respect. In everything you do, you make good use of the wide variety of background, skills and perspective your teams, the Council and the community demonstrate.

Updated: January 2021



**Job Description**

<b>Job title:</b> Head of Culture, Leisure and Libraries	<b>Service Area:</b> XX	
<b>Division:</b> XX	<b>Post Number</b> From Oracle	<b>Evaluation Number</b>
<b>Grade:</b> XXX	<b>Date issued:</b> June 2021 (consultation draft)	

\*

**Croydon Council's priorities**

We will live within our means, balance the books and provide value for money for our residents.

We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.

We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.

To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand

**Croydon Council's new ways of working**

We will practise sound financial management, being honest about what we've spent and what we can afford.

We will focus on what we, uniquely, can do as the local authority as the democratically elected leaders of our borough. This means we will focus on our core services, and a small number of evidence-based outcomes that deliver our priorities. But we will also continue to use our democratic mandate to convene our partners around a common purpose and to make a clear case for a better deal for Croydon.

We will aim to become a much more transparent, open and honest council.

We will involve residents in our decision making. But we will also need to be clear with residents about what we can do, and what we can't. When we have to say no, we will do so with compassion and take the time to explain our decisions

**Job Purpose:**

As a member of the extended management team, the **Head of Culture, Leisure and Libraries** will work collaboratively across their department and with other Heads of Service and directors to ensure the effective and efficient development and delivery of council services that support departmental and council objectives.

As required, the postholder will participate in corporate management activities that cross over service or departmental boundaries.

**Reports to:** Director of Culture and Community Safety

**Responsibility for:**

The strategic and operational management and control of Cultural, Leisure and Libraries services ensuring that service meets national and local priorities in a customer-focused and efficient way. Lead on London Borough of Culture Responsible for

- Cultural outreach events
- Libraries
- Leisure Services
- Museums

The post holder is responsible for a service budget of £ XXm and will deliver services and the associated savings programme and transformation projects within that budget envelope.

***Corporate Accountabilities (all Heads of Service)***

To take a “one Council” approach to deliver more effective outcomes and at all times avoid a siloed, single division or service area approach.

To actively seek out and learn from external good practice and bring those new ideas and ways of working into service development and delivery.

To contribute and lead as required as a project owner on the delivery and implementation of specific corporate projects as required.

To actively role model the council's priorities and ways of working and the council's leadership framework and values.

To lead, manage and develop staff teams and ensure compliance with the Council's performance management system and all HR policies and procedures

Be accountable for associated budget and have affordable plans in place to deliver the annual budget and Medium-Term Financial Plan.

Provide assurance that the services are compliant and performance monitoring is part of the corporate rhythm, and exceptions have robust action plans.

To operate within the governance, financial and legal frameworks of the Council at all times.

Ensure equalities is embedded into all aspects of professional and managerial roles, including service delivery and at all times carry out your duties with regard to the Council policy.

Ensure by robust management that the services and staff you are responsible for adhere to the Council's Health and Safety Policy and operate within the safety management frameworks.

To ensure the effective management of data and security of information received and used within the division, to comply with the relevant legislation such as GDPR and the Freedom of Information Act, recognising that the council wishes to operate in the most open and transparent way.

Participate in cross organisational risk management and emergency planning activities as required

### **Service Accountabilities:**

To be the Council's cultural lead, embedding culture at the heart of our regeneration and growth ambitions. Working in partnership with a range of organisations, both local and national, the postholder will invigorate the borough's cultural offer, with an aim to put the borough on the national artistic map.

To lead the libraries and leisure service for the Council ensuring that the service is accessible to residents, delivers a modern value for money service and is integrated into the boroughs cultural and sporting offer.

To deliver cultural outreach events and activities through the Museum of Croydon and Libraries, ensuring that events reflect the diverse cultural and heritage backgrounds of the residents of the borough.

To lead on the delivery of the London Borough of Culture 2023 and legacy activities. Ensuring that events and activities showcase the borough on a local and national level, and that the programme has a lasting impact on Croydon.

Maximise cultural funding opportunities from external organisations to support a variety of events, activities and buildings that will shape the culture and heritage offer in the borough.

**To enable Fairfield Halls to operate as a flagship cultural venue in the South London and the South East. To deliver a variety of cultural events and performances in a commercially successful operation.**

To continuously improve service provision, reducing costs, increasing income and increasing resident satisfaction.

To revitalise the borough's cultural offer through direct delivery and partnership working re-establishing the borough as a cultural destination within London and the south-east; increasing visitor numbers and invigorating the evening economy;

To raise the profile of the borough as a cultural destination by effective messaging, marketing and communications;

The list of duties in the role profile should not be regarded as exclusive or exhaustive. There will be other duties and requirements associated with your job and, in addition, as a term of your employment you may be required to undertake various other duties as may reasonably be required.

Your duties will be as set out in the above role profile but please note that the Council reserves the right to update your role profile, from time to time, to reflect changes in, or to, your job.

You will be consulted about any proposed changes.

### **Key Stakeholder Relationships:**

Internal: Executive Director Place, Leader and Culture Portfolio holder, Directors and Heads of Service across the Council, and other elected members.

External: Arts Council England; Culture Delivery Partners; local, regional and national network groups; other Local Authorities; Professional Bodies

### **Political Restrictions:**

*This post is politically restricted and under the Local Government and Housing Act 1989, as amended by the Local Democracy, Economic Development and*

*Construction Act 2009 and the post holder may not have any active political role either in or outside the work.*

### **Statutory Responsibilities:**

This role has assigned statutory responsibilities.

### **Other Considerations:**

You may, from time to time, be required to work outside of regular office hours including weekends and evenings to attend meetings and community events.

The postholder is required to observe and fulfill the seven principles of public life (also known as the Nolan Principles).

#### **1.1 Selflessness**

Holders of public office should act solely in terms of the public interest.

#### **1.2 Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

#### **1.3 Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

#### **1.4 Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

#### **1.5 Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

#### **1.6 Honesty**

Holders of public office should be truthful.

#### **1.7 Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behavior wherever it occurs.

## Person Specification

### Specific Minimum Qualifications and Expertise

#### Qualifications:

- A professional or management qualification or educated to degree level or demonstrable equivalent experience.
- Evidence of continuing professional development, leadership and personal
- Member of the Chartered Institute of Wastes Management

#### Experience:

- Proven ability to lead a strategic team at a similar level through customer services and leadership capability.
- Sectoral experience with a track record for delivery
- A successful track record and background of consistent achievement at senior management level in a local authority or large complex organisation.
- Experience of establishing and implementing business planning processes and performance management systems to ensure appropriate and cost effective service delivery.
- Demonstrable excellence in team management and service delivery in relation to the provision of customer orientated services that achieve successful outcomes.
- Experience of working in partnership with a wide range of internal and external stakeholders / bodies including statutory bodies and organisations.
- Experience of management of a frontline service.
- Ability to work evenings and weekends when required.

#### Knowledge and Skills:

- High level of communication skills to persuade and engage audiences and form positive relationships at all levels (internally and externally).
- Ability to work in a collaborative way to transform service delivery including the ability to manage internal departmental relationships
- Evidence of being a strong corporate player who will lead, motivate and inspire their teams and build a high performing culture.

- Ability to work effectively across a range of service disciplines and with a range of people.
- Expertise in data analytics and targeting work in relation to identified needs.
- Commitment to the Council's core value and objectives.
- Extensive working knowledge and understanding of relevant legislation relevant to the role

### Corporate Values

Our values are the base of every job role within Croydon – our values are fundamental in everything we do as a Local Authority. You are required to demonstrate a commitment to our corporate values and this will be assessed using the criteria below:



**One Team:** To cross boundaries to work together towards shared goals with colleagues, partners and communities

- You are strategically innovative in your approach to building and maintaining partnerships and you and your teams act in a joint enterprise with them. You use your contacts and colleagues to bring teams together.

**Proud to Serve:** We strive to always do our best for the community, getting the most from limited resources and using taxpayers' money wisely

- You are proud to be part of the wider Croydon and the contribution you and your teams make to it. You make a difference to people's lives through engagement and you strive to get the best possible value for money for customers.

**Honest and Open:** We work hard to build trust by treating everyone with honesty and integrity

- You think through who needs to understand what during communication; and take care to communicate detail clearly. You take people's views into account continuously. You trust people, colleagues and staff, to do their best and deal with any issues positively.

**Taking Responsibility:** We encourage and support each other to take responsibility and show what we can do, learning together and recognising each other's contributions

- You are clear where formal accountability lies and where we can all take responsibility for results. You praise your colleagues for their efforts and ideas and thank them for their contributions.

**Valuing Diversity:** We make the most of the many perspectives that make Croydon distinctive

- You treat all staff and customers with equal value and respect. In everything you do, you make good use of the wide variety of background, skills and perspective your teams, the Council and the community demonstrate.

Updated: January 2021



**Job Description**

<b>Job title:</b> Head of Environment Services and Neighbourhood Operations	<b>Service Area:</b> Public Realm	
<b>Division:</b> Public Health & Public Realm	<b>Post Number</b> From Oracle	<b>Evaluation Number</b>
<b>Grade:</b> XXX	<b>Date issued:</b> January 2021 (consultation draft)	

\*

**Croydon Council's priorities**

We will live within our means, balance the books and provide value for money for our residents.

We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.

We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.

To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand

**Croydon Council's new ways of working**

We will practise sound financial management, being honest about what we've spent and what we can afford.

We will focus on what we, uniquely, can do as the local authority as the democratically elected leaders of our borough. This means we will focus on our core services, and a small number of evidence-based outcomes that deliver our priorities. But we will also continue to use our democratic mandate to convene our partners around a common purpose and to make a clear case for a better deal for Croydon.

We will aim to become a much more transparent, open and honest council.

We will involve residents in our decision making. But we will also need to be clear with residents about what we can do, and what we can't. When we have to say no, we will do so with compassion and take the time to explain our decisions

**Job Purpose:**

As a member of the extended management team, the **Head of Environmental and Neighbourhood Operations** will work collaboratively across their department and with other Heads of Service and directors to ensure the effective and efficient development and delivery of council services that support departmental and council objectives.

As required, the postholder will participate in corporate management activities that cross over service or departmental boundaries.

**Reports to:** Director of Public Realm and Public Health

**Responsibility for:**

The strategic and operational management and control of Environmental and Neighbourhood Operations ensuring that the service meets national and local priorities in a customer-focused and efficient way. Lead advisor to the Council on waste and recycling, parks and open spaces, conservation and biodiversity. This will include Recycling and Waste Management for the South London Waste Partnership, Street Cleansing, Environmental Emergency Response Team, Arboriculture and Grounds Maintenance of our parks and open spaces.

The role will also hold responsibility for the co-ordination and operational management of the area-based street patrol teams. Ensuring the Neighbourhood Operations service is fully compliant with statutory regulations and requirements for managing street services and enforcement. Ensuring the Neighbourhood Operations service is fully compliant with statutory regulations and requirements for managing street services and enforcement. And to be the service expert and lead in respect of, Risk Management, Health and Safety, Development and Drafting of Risk Assessments and provision of Personal Protection Equipment, Departmental ICT lead and link manager for Capita service relationship.

***Corporate Accountabilities (all Heads of Service)***

To take a "one Council" approach to deliver more effective outcomes and at all times avoid a siloed, single division or service area approach.

To actively seek out and learn from external good practice and bring those new ideas and ways of working into service development and delivery.

To contribute and lead as required as a project owner on the delivery and implementation of specific corporate projects as required.

To actively role model the council's priorities and ways of working and the council's leadership framework and values.

To lead, manage and develop staff teams and ensure compliance with the Council's performance management system and all HR policies and procedures

Be accountable for associated budget and have affordable plans in place to deliver the annual budget and Medium-Term Financial Plan.

Provide assurance that the services are compliant and performance monitoring is part of the corporate rhythm, and exceptions have robust action plans.

To operate within the governance, financial and legal frameworks of the Council at all times.

Ensure equalities is embedded into all aspects of professional and managerial roles, including service delivery and at all times carry out your duties with regard to the Council policy.

Ensure by robust management that the services and staff you are responsible for adhere to the Council's Health and Safety Policy and operate within the safety management frameworks.

To ensure the effective management of data and security of information received and used within the division, to comply with the relevant legislation such as GDPR and the Freedom of Information Act, recognising that the council wishes to operate in the most open and transparent way.

Participate in cross organisational risk management and emergency planning activities as required

**Service Accountabilities:**

**Environmental:**

- To manage, procure and administer contracts to deliver these services.
- To represent the council within partnerships to ensure value for money in the area of recycling and waste, parks and open spaces, arboriculture services.

- To develop, implement and review the Council's Waste Strategy to meet all statutory targets.
- To develop, implement and review the Trees Management Plan, and High Hedges adjudication services in accordance with statutory requirements.
- To manage and maintain the borough's parks and open spaces.
- To support the Blue and Green Infrastructure strategies within the Local Development Framework and core strategy.
- To act as lay parks and open spaces client for the Parks to be Proud Of regeneration programme to ensure improvements in designated parks, and any other new facilities in parks and open spaces.
- To develop and implement strategies which effectively integrate the many and diverse services in Environmental and make the most effective use of the resources available. In particular, to ensure adherence to the Council's corporate policies, standards and statements of service provision.
- To consult and co-ordinate with other service departments, contractors and outside agencies to ensure the effective integration of Environmental services.
- To ensure that the strategic and operational management of Environmental functions complements and implements the Council's corporate vision, values and priorities.
- To be responsible for identifying the need for and preparing or directing the preparation of detailed and complex policy reviews and present reports to Cabinet, Committees, Scrutiny Sub Committees, Policy Review meetings, Departmental Management Team and multi-agency working parties recommending appropriate policy changes.
- To be responsible for budgetary control for Environmental and Neighbourhood services and act on potential underspend or overspend situations.
- Preparation of capital and revenue budgets relating to the work of the service areas under the post holder's control.
- Responsibility for identifying areas of work suitable for income generation and maximising income wherever possible, including the preparation of bids for Government and European funding where appropriate.
- Responsibility for virement of both income and spend between various sections controlled.
- Prepare briefs and terms for the commissioning of investigations, studies and surveys to assess the feasibility and implementation of changes in service provision.
- Preparation of comprehensive contract documentation for the provision of services, evaluation of tender submissions and preparation of summary reports for consideration of contract award.

- Develop and monitor contractor performance against indicators and remedial action, as required.
- Negotiate and agree with contractors' variations, rates for additional work to contracts.

### **Neighbourhood Operations:**

- Effectively manage anti-social behaviour & crime /enviro-crime management.
- Ensure community Engagement and Partnerships.
- Ensuring the street based teams deliver a co-ordinated visible service that tackles anti-social behaviour and enviro-crime effectively.
- To increase public confidence.
- To reduce fear of crime.
- To protect the quality of the local environment.
- To ensure the council is fully compliant with statutory regulations and requirements for operational management of Area Enforcement Officers (AEO) and stray dog service and external drop off service (third party provider)
- To work closely with the Police and other agencies to provide a seamless public service.

The list of duties in the role profile should not be regarded as exclusive or exhaustive. There will be other duties and requirements associated with your job and, in addition, as a term of your employment you may be required to undertake various other duties as may reasonably be required.

Your duties will be as set out in the above role profile but please note that the Council reserves the right to update your role profile, from time to time, to reflect changes in, or to, your job.

You will be consulted about any proposed changes.

### **Key Stakeholder Relationships:**

#### Internal:

Councillors, Corporate Leadership Team, and Council Directors, Heads of service across the Public Realm & Public Health Department and beyond, MPs

#### External:

Government Departments, National Consultation Groups, Strategic Partners, Other Local Authorities, Trade Unions, MPs, Partner Organisations such as South London Waste Partnership, Heritage Lottery Fund, GLA, Environment Agency, DEFRA, Natural England, English Heritage, Sport England, CABI

Space, Forestry Commission, RSPB, Groundwork, Wildlife Trust, Surrey Downs, Keep Britain Tidy, LARAC, Chartered Institute of Wastes Management. National associations and organisations relating to parks and open spaces, allotments, nature conservancy and volunteer management Professional Bodies, Metropolitan Police and Fire Brigade, British Transport Police, Transport for London, Croydon College and schools, Veolia, Utilities providers and contractors, Land Registry, Companies House, Environment Agency, animal welfare agencies.

### **Political Restrictions:**

*This post is politically restricted and under the Local Government and Housing Act 1989, as amended by the Local Democracy, Economic Development and Construction Act 2009 and the post holder may not have any active political role either in or outside the work.*

### **Statutory Responsibilities:**

This role has assigned statutory responsibilities.

### **Other Considerations:**

You may, from time to time, be required to work outside of regular office hours including weekends and evenings to attend meetings and community events.

The postholder is required to observe and fulfill the seven principles of public life (also known as the Nolan Principles).

#### **1.1 Selflessness**

Holders of public office should act solely in terms of the public interest.

#### **1.2 Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

#### **1.3 Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

#### **1.4 Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

### **1.5 Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

### **1.6 Honesty**

Holders of public office should be truthful.

### **1.7 Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behavior wherever it occurs.

## **Person Specification**

### **Specific Minimum Qualifications and Expertise**

#### **Qualifications:**

- A professional or management qualification or educated to degree level or demonstrable equivalent experience.
- Evidence of continuing professional development, leadership and personal
- Member of the Chartered Institute of Wastes Management

#### **Experience:**

- Proven ability to lead a strategic team at a similar level through customer services and leadership capability.
- A successful track record and background of consistent achievement at senior management level in a local authority or large complex organisation.
- Experience of establishing and implementing business planning processes and performance management systems to ensure appropriate and cost effective service delivery.
- Demonstrable excellence in team management and service delivery in relation to the provision of customer orientated services that achieve successful outcomes.

- Experience of working in partnership with a wide range of internal and external stakeholders / bodies including statutory bodies and organisations.
- Experience of management of a large frontline service.
- Successful ASB and/or environmental monitoring and enforcement.
- Current CRB check to enhanced level.
- Ability to work evenings and weekends when required.

### **Knowledge and Skills:**

- High level of communication skills to persuade and engage audiences and form positive relationships at all levels (internally and externally).
- Ability to work in a collaborative way to transform service delivery including the ability to manage internal departmental relationships
- Evidence of being a strong corporate player who will lead, motivate and inspire their teams and build a high performing culture.
- Ability to work effectively across a range of service disciplines and with a range of people.
- Expertise in data analytics and targeting work in relation to identified needs.
- Commitment to the Council's core value and objectives.
- Extensive working knowledge and understanding of relevant legislation relevant to the role – such as:
  - Clean Neighbourhoods and Environment Act 2005
  - Countryside and Rights of Way Act 2000
  - Crime and Disorder Act 1998
  - Anti-social Behaviour Act 2003
  - ASB, Policing and Crime Act 2014
  - Serious and Organised Crime Act 2005
  - Police and Criminal Evidence Act
  - Human Rights Act
  - Regulation of Investigatory Powers Act
  - Environmental Protection Act 1990
  - Dog Fouling Act 1996
  - Dog Control Orders
  - Highways Act 1980

*(this is not an exhaustive list)*

Operational knowledge of the processes involved for successful application of:

- Issuing Fixed Penalty Notices
- Public Spaces Protection Orders
- Community Protection Notices



- Dispersal Zones
- Deployable CCTV cameras & vehicle
- Community Safety Accreditation Scheme.
- Eviction of unauthorised encampments
- A comprehensive understanding of anti-social behaviour investigations including covert surveillance.
- Understanding of the elements in maintaining environmental quality and the link with fear of crime and knowledge of specialist processes such as enforcement and the serving of notices related to enviro crime.
- Understanding of commercial and public sector legislative frameworks.
- Understanding of how diversity and equality issues relate to environmental services.
- Understanding of procurement rules and relevant legislation with particular reference to the environmental services.
- Understanding of open space and countryside management and development, and biodiversity.
- Excellent financial management demonstrating the ability to ensure that contracts with a value in excess of £23 million are well managed.

### Corporate Values

Our values are the base of every job role within Croydon – our values are fundamental in everything we do as a Local Authority. You are required to demonstrate a commitment to our corporate values and this will be assessed using the criteria below:

**One Team:** To cross boundaries to work together towards shared goals with colleagues, partners and communities

- You are strategically innovative in your approach to building and maintaining partnerships and you and your teams act in a joint enterprise with them. You use your contacts and colleagues to bring teams together.

**Proud to Serve:** We strive to always do our best for the community, getting the most from limited resources and using taxpayers' money wisely

- You are proud to be part of the wider Croydon and the contribution you and your teams make to it. You make a difference to people's lives



through engagement and you strive to get the best possible value for money for customers.

**Honest and Open:** We work hard to build trust by treating everyone with honesty and integrity

- You think through who needs to understand what during communication; and take care to communicate detail clearly. You take people's views into account continuously. You trust people, colleagues and staff, to do their best and deal with any issues positively.

**Taking Responsibility:** We encourage and support each other to take responsibility and show what we can do, learning together and recognising each other's contributions

- You are clear where formal accountability lies and where we can all take responsibility for results. You praise your colleagues for their efforts and ideas and thank them for their contributions.

**Valuing Diversity:** We make the most of the many perspectives that make Croydon distinctive

- You treat all staff and customers with equal value and respect. In everything you do, you make good use of the wide variety of background, skills and perspective your teams, the Council and the community demonstrate.

Updated: January 2021

**Job Description**

<b>Job title:</b> Head of Estates, Asset Management and Facilities	<b>Service Area:</b> <b>Commerical Investment &amp; Capital</b>	
<b>Division:</b> <b>Resources</b>	<b>Post Number</b> From Oracle	<b>Evaluation Number</b>
<b>Grade:</b> XXX	<b>Date issued:</b> January 2021 (consultation draft)	

\*

**Croydon Council's priorities**

We will live within our means, balance the books and provide value for money for our residents.

We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.

We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.

To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand

**Croydon Council's new ways of working**

We will practise sound financial management, being honest about what we've spent and what we can afford.

We will focus on what we, uniquely, can do as the local authority as the democratically elected leaders of our borough. This means we will focus on our core services, and a small number of evidence-based outcomes that deliver our priorities. But we will also continue to use our democratic mandate to convene our partners around a common purpose and to make a clear case for a better deal for Croydon.

We will aim to become a much more transparent, open and honest council.

We will involve residents in our decision making. But we will also need to be clear with residents about what we can do, and what we can't. When we have to say no, we will do so with compassion and take the time to explain our decisions

**Job Purpose:**

As a member of the extended management team, the **Head of Estates, Asset Management and Facilities** will work collaboratively across their department and with other Heads of Service and Directors to ensure the effective and efficient development and delivery of Council services that support departmental and Council objectives.

As required, the postholder will be accountable for the strategic leadership of a large diverse team in the provision of Facilities and Support service provision to the Council for estates planning, asset management and facility management activities.

To provide leadership to ensure the delivery of cost-effective, safe and efficient range of facilities and support services to the council.

To provide effective leadership and management of health, safety & environmental matters for the Council

The **Head Estates, Asset Management and Facilities** will undertake the role of being the strategic lead in the service area including associated policies and procedures.

**Reports to:** Director of Investment and Capital

**Responsible for:** To be the professional lead for all aspects of estates, asset management and facilities allocations which includes:

- The Council's principal commercial property advice and is responsible for ensuring that all property issues within the Council are undertaken in a professional manner and comply with all statutory and professional guidelines whether undertaken internally by the corporate asset management and estates team or by external advisors appointed by the team.
- The corporate asset strategy and estate management for the Council, ensuring that assets are efficiently and effectively utilised and fit for purpose through the implementation of the corporate property and estate strategy and asset management implementation plan. · To provide corporate advice on valuation and the optimum development and potential of the Council's land holdings.
- To deliver the Council's estate management function for its property portfolio including all landlord and tenant items, property disposal and

acquisition, maintenance of the corporate property register and database.

### ***Corporate Accountabilities (all Heads of Service)***

To take a “one Council” approach to deliver more effective outcomes and at all times avoid a siloed, single division or service area approach.

To actively seek out and learn from external good practice and bring those new ideas and ways of working into service development and delivery.

To contribute and lead as required as a project owner on the delivery and implementation of specific corporate projects as required.

To actively role model the council’s priorities and ways of working and the council’s leadership framework and values.

To lead, manage and develop staff teams and ensure compliance with the Council's performance management system and all HR policies and procedures

Be accountable for associated budget and have affordable plans in place to deliver the annual budget and Medium-Term Financial Plan.

Provide assurance that the services are compliant and performance monitoring is part of the corporate rhythm, and exceptions have robust action plans.

To operate within the governance, financial and legal frameworks of the Council at all times.

Ensure equalities is embedded into all aspects of professional and managerial roles, including service delivery and at all times carry out your duties with regard to the Council policy.

Ensure by robust management that the services and staff you are responsible for adhere to the Council’s Health and Safety Policy and operate within the safety management frameworks.

To ensure the effective management of data and security of information received and used within the division, to comply with the relevant legislation such as GDPR and the Freedom of Information Act, recognising that the council wishes to operate in the most open and transparent way.

Participate in cross organisational risk management and emergency planning activities as required

**Service Accountabilities:**

The Postholder will have responsibility to: -

- Examine all proposed and actual projects that involve major change, disposal or acquisition of property in line with the overall property and estate strategy of the Council.
- Carry out regular reviews of each Department's use of its property and estates and to ensure that such reviews form the basis for efficient use of property related assets in accordance with the property and estates strategy of the Council.
- Ensure that all Departments have a long-term property strategy aligned to the corporate strategy.
- Ensure that the Council's Asset Management Plan and Property Strategy is annually reviewed and updated.
- Monitor and negotiate all service contracts and leases in this area of work.

**Estates, Assets Management:**

- To manage the strategic estates team and all other direct reports
- To manage the Council's property and estate portfolio
- To manage the retained commercial portfolio including dealing with lease renewals and rent reviews.
- To manage the Councils capital receipts programme
- To procure and monitor contracts with the Councils external property advisors and assisting the Councils legal division in awarding similar legal contracts where they affect property issues.
- To lead on strategic asset planning and corporate asset management
- To advise on any property issues arising from their managed portfolio and on any other issues which may arise.
- To advise on asset performance against local property key performance any other property issues that may arise.
- To deliver the Council's corporate property function including all landlord and tenant services, maintaining the terrier and property database systems and delivering the capital receipts programme.
- To ensure existing properties are maintained and that new properties are fit for purpose in accordance with the Property strategy.
- To ensure that all statutory valuations including "Right to Buys" Environmental Health Valuation and Asset valuations (both general fund and housing stock assets) are undertaken in accordance with legislation and in agreed timescales.
- To ensure that the Councils Property database is maintained and that the system continues to provide information in accordance with the Industry standards.

**Facilities Management:**

- To have full budgetary control of all 4 areas within FM including capital projects, this includes leading the team to strive to be a Professional FM Service and having an overarching sight of the functions of each area.
- To lead the facilities management business planning activities and contribute to corporate planning at a strategic level particular responsibility for the physical environment and physical resources.
- To provide, procure and develop effective and efficient facilities management and support services, based upon the highest professional and business standards.
- To effectively manage the contracts, and partnerships, for those services that have been outsourced to external providers.
- To provide advice and guidance to the Council on all aspects of health, safety and environmental matters and to ensure legislative compliance with all health and safety requirements.
- To be accountable for the Asset Management Strategy and Accommodation Strategy to ensure future planning requirements for the council are met and supported.
- To lead the sustainable development policies and initiatives to ensure that Government reduction targets are met from utilities conservation and maximum energy efficiency for the future.

The list of duties in the role profile should not be regarded as exclusive or exhaustive. There will be other duties and requirements associated with your job and, in addition, as a term of your employment you may be required to undertake various other duties as may reasonably be required.

Your duties will be as set out in the above role profile but please note that the Council reserves the right to update your role profile, from time to time, to reflect changes in, or to, your job.

You will be consulted about any proposed changes.

**Key Stakeholder Relationships:**Internal:

Councillors, Corporate Leadership Team, and Council Directors, Heads of service across the Commercial Investment and Capital Department and beyond

External:

Government Departments, National Consultation Groups, Strategic Partners, Other Local Authorities, Trade Unions, MPs, Partner Organisations, Professional Bodies, businesses, voluntary sector. Members of the public Councils Commercial lessees and Private and public (e.g. Housing Associations) property developers, local interest groups and District Auditor and District Valuer.

**Political Restrictions:**

*This post is politically restricted and under the Local Government and Housing Act 1989, as amended by the Local Democracy, Economic Development and Construction Act 2009 and the post holder may not have any active political role either in or outside the work.*

**Statutory Responsibilities:**

This role has assigned statutory responsibilities.

**Other Considerations:**

You may, from time to time, be required to work outside of regular office hours including weekends and evenings to attend meetings and community events.

The postholder is required to observe and fulfill the seven principles of public life (also known as the Nolan Principles).

**1.1 Selflessness**

Holders of public office should act solely in terms of the public interest.

**1.2 Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

**1.3 Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

**1.4 Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

**1.5 Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

**1.6 Honesty**



Holders of public office should be truthful.

### **1.7 Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

## **Person Specification**

### **Specific Minimum Qualifications and Expertise**

#### **Qualifications:**

- To possess a property professional qualification in a property/build environment related discipline eg (MRICS - Member of the Royal Institution of Chartered Surveyors) or equivalent and be able to demonstrate a detailed working knowledge.
- To demonstrate that they have experience in all areas of property work.
- To have a thorough and up to date knowledge of all aspects of the property industry including all appropriate property legislation including those matters that particularly apply to property within the Local Authority sector.

#### **Experience:**

- Proven ability to lead a strategic team at a similar level through customer services and leadership capability
- A successful track record and background of consistent achievement at senior management level in a local authority or large complex organisation.
- Experience of establishing and implementing business planning processes and performance management systems to ensure appropriate and cost-effective service delivery.
- Demonstrable excellence in team management and service delivery in relation to the provision of customer orientated services that achieve successful outcomes.
- Experience of working in partnership with a wide range of internal and external stakeholders / bodies including statutory bodies and organisations
- To demonstrate an understanding of the key components of PPP/PFI projects and the Competitive Dialogue process.
- To demonstrate an understanding of key components large public sector building projects through pre-planning, planning and construction phases.

- To demonstrate an understanding of the key components of a major regeneration initiative.
- To demonstrate an understanding of the internal workings of a local authority Cabinet/Committee system and the relevant policy structures.
- To demonstrate an understanding of the critical elements of post-contract governance structure relating to a major PPP/PFI projects.
- To demonstrate an understanding of the partnership arrangements of a Local Backed Asset Vehicle and the commercial arrangements which underpin that partnership.
- Experience of leading and managing a large facilities management function.

### Knowledge and Skills:

- High level of communication skills to persuade and engage audiences and form positive relationships at all levels (internally and externally).
- Ability to work in a collaborative way to transform service delivery including the ability to manage internal departmental relationships
- Evidence of being a strong corporate player who will lead, motivate and inspire their teams and build a high performing culture.
- Ability to work effectively across a range of service disciplines and with a range of people.
- Expertise in data analytics and targeting work in relation to identified needs.
- To manage the revenue and capital budgets in conjunction with the Councils Finance Officers.
- To make decisions at a strategic level that may affect the policies and operation of the Council.
- To lead and manage contract changes with regard to PPP/PFI applying negotiation skills and to lead a complex procurement process involving a major development opportunity and/or PPP/PFI and in doing so manage a multi-disciplinary team.
- To apply the PRINCE2 project method on complex programmes and projects and think strategically to analysis complex issues and to develop action plans for achieving those strategic objectives.
- Commitment to the Council's core value and objectives

### Corporate Values

Our values are the base of every job role within Croydon – our values are fundamental in everything we do as a Local Authority. You are required to demonstrate a commitment to our corporate values and this will be assessed using the criteria below:



**One Team:** To cross boundaries to work together towards shared goals with colleagues, partners and communities

- You are strategically innovative in your approach to building and maintaining partnerships and you and your teams act in a joint enterprise with them. You use your contacts and colleagues to bring teams together.

**Proud to Serve:** We strive to always do our best for the community, getting the most from limited resources and using taxpayers' money wisely

- You are proud to be part of the wider Croydon and the contribution you and your teams make to it. You make a difference to people's lives through engagement and you strive to get the best possible value for money for customers.

**Honest and Open:** We work hard to build trust by treating everyone with honesty and integrity

- You think through who needs to understand what during communication; and take care to communicate detail clearly. You take people's views into account continuously. You trust people, colleagues and staff, to do their best and deal with any issues positively.

**Taking Responsibility:** We encourage and support each other to take responsibility and show what we can do, learning together and recognising each other's contributions

- You are clear where formal accountability lies and where we can all take responsibility for results. You praise your colleagues for their efforts and ideas and thank them for their contributions.

**Valuing Diversity:** We make the most of the many perspectives that make Croydon distinctive

- You treat all staff and customers with equal value and respect. In everything you do, you make good use of the wide variety of background, skills and perspective your teams, the Council and the community demonstrate.

Updated: January 2021

**Job Description**

<b>Job title:</b> Head of Tenancy and Resident Engagement	<b>Service Area:</b> Housing – Resident Engagement and Allocations	
<b>Directorate:</b> Housing	<b>Post Number</b> From Oracle	<b>Evaluation Number</b>
<b>Grade:</b> XXX	<b>Date issued:</b> January 2021 (consultation draft)	

**Croydon Council's priorities**

We will live within our means, balance the books and provide value for money for our residents.

We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.

We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.

To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand.

**Croydon Council's new ways of working**

We will 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.

### **Job Purpose:**

As a member of the extended management team, the **Head of Tenancy and Resident Engagement** will work collaboratively across their department and with other Heads of Service and directors to ensure the effective and efficient development and delivery of council services that support departmental and council objectives.

As required, the postholder will participate in corporate management activities that cross over service or departmental boundaries.

The **Head of Housing of Tenancy and Resident Engagement** will be the professional lead for all aspects of housing service development and residents' scrutiny. Working alongside the senior leadership team within the housing division to focus on all aspects of housing development.

**Reports to:** Director of Housing – Resident Engagement and Allocations

**Responsible for:** To be the professional lead for all aspects of resident engagement

- Service development and improvements
- Tenant/leasehold scrutiny
- Resident involvement and community development team
- Housing safeguarding.
- Caretaking Service

The post holder is responsible for a service budget of £ XXm and will deliver services and the associated savings programme and transformation projects within that budget envelope.

### ***Corporate Accountabilities (all Heads of Service)***

To take a "one Council" approach to deliver more effective outcomes and at all times avoid a siloed, single division or service area approach.

To actively seek out and learn from external good practice and bring those new ideas and ways of working into service development and delivery.

To contribute and lead as required as a project owner on the delivery and implementation of specific corporate projects as required.

To actively role model the council's priorities and ways of working and the council's leadership framework and values.

To lead, manage and develop staff teams and ensure compliance with the council's performance management system and all HR policies and procedures

Be accountable for associated budget and have affordable plans in place to deliver the annual budget and Medium-Term Financial Plan.

Provide assurance that the services are compliant and performance monitoring is part of the corporate rhythm, and exceptions have robust action plans.

To operate within the governance, financial and legal frameworks of the Council at all times.

Ensure equalities is embedded into all aspects of professional and managerial roles, including service delivery and at all times carry out your duties with regard to the Council policy.

Ensure by robust management that the services and staff you are responsible for adhere to the Council's Health and Safety Policy and operate within the safety management frameworks.

To ensure the effective management of data and security of information received and used within the division, to comply with the relevant legislation such as GDPR and the Freedom of Information Act, recognising that the council wishes to operate in the most open and transparent way.

Participate in cross organisational risk management and emergency planning activities as required

### **Service Accountabilities:**

To work jointly with the director of housing resident engagement and allocations and other heads of service within the division to ensure the development and transformation of services that meet the new budget envelope in the medium-term financial strategy 2021-2024 is delivered.

As the professional lead for housing service development, to deliver a high quality new integrated housing service which is respectful and responsive to our tenants and leaseholders, managing all residential lettings regardless of tenure and funding base (HRA or GF).

To lead and work collaboratively with other council services, partners and residents on service development and improvements to ensure delivery of housing targets.

To ensure the development of the housing service with new housing strategies and policies. With particular focus on resident involvement.

Look at models for engagement across our housing estates

Manage a range of tenancy officers ensuring caseloads are balanced

To ensure an effective and robust system for housing returns and performance that informs strategy and ensures policy compliance.

To be the divisional lead for resident involvement, community development teams.

Instil a culture of customer service and 'can do attitude' across teams.

To be the professional lead for housing safeguarding, working collaboratively and in partnership with relevant officers across the council, and partners.

To lead caretaking teams to ensure cleanliness across the estates.

Liaise with repairs teams to ongoing problems using shared data to identify trends

The list of duties in the role profile should not be regarded as exclusive or exhaustive. There will be other duties and requirements associated with your job and, in addition, as a term of your employment you may be required to undertake various other duties as may reasonably be required.

Your duties will be as set out in the above role profile but please note that the Council reserves the right to update your role profile, from time to time, to reflect changes in, or to, your job.

You will be consulted about any proposed changes.

### **Key Stakeholder Relationships:**

#### Internal:

Councillors, Corporate Leadership Team, and Council Directors, Heads of service across the council, trade unions and beyond.

#### External:

Local, regional and national government bodies, agencies and NGOs; professional bodies; other local authorities; partner organisations; statutory bodies; members of the public and community groups; national and local press; trade unions; contractors and suppliers; MPs and MEPs; GLA/London Mayor's office; courts; legal and other representatives; the Housing and Local Government Ombudsman.





**Political Restrictions:**

This post is politically restricted and under the Local Government and Housing Act 1989, as amended by the Local Democracy, Economic Development and Construction Act 2009 and the post holder may not have any active political role either in or outside the work. **Will only apply to HOS whose duties also involve giving advice to committees, sub-committees or to the Executive or speak on behalf of the Council to journalists e.g Head of Scrutiny, Head of Communications, deputy monitoring and S151 officers**

**Statutory Responsibilities:**

This role has no assigned statutory responsibilities.

**Other Considerations:**

You may, from time to time, be required to work outside of regular office hours including weekends and evenings to attend meetings and community events.

The postholder is required to observe and fulfill the seven principles of public life (also known as the Nolan Principles).

**1.1 Selflessness**

Holders of public office should act solely in terms of the public interest.

**1.2 Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

**1.3 Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

**1.4 Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

**1.5 Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

**1.6 Honesty**

Holders of public office should be truthful.

### **1.7 Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

## Person Specification

### Specific Minimum Qualifications and Expertise

#### Qualifications:

- A professional or management qualification or educated to degree level or demonstrable equivalent experience.
- Evidence of continuing professional development, leadership and personal

#### Experience:

- Proven ability to lead a strategic team at a similar level through customer services and leadership capability
- A successful track record and background of consistent achievement at senior management level in a local authority or large complex organisation.
- Experience of establishing and implementing business planning processes and performance management systems to ensure appropriate and cost effective service delivery.
- Demonstrable excellence in team management and service delivery in relation to the provision of customer orientated services that achieve successful outcomes.
- Experience of working in partnership with a wide range of internal and external stakeholders / bodies including statutory bodies and organisations
- Proven track record of working in a senior management role within housing, in a local authority or similar organisation

#### Knowledge and Skills:

- High level of communication skills to persuade and engage audiences and form positive relationships at all levels (internally and externally).
- Ability to work in a collaborative way to transform service delivery including the ability to manage internal departmental relationships
- Evidence of being a strong corporate player who will lead, motivate and inspire their teams and build a high performing culture.
- Ability to work effectively across a range of service disciplines and with a range of people.
- Expertise in data analytics and targeting work in relation to identified needs.
- Commitment to the Council's core value and objectives
- A good knowledge of the relevant legal, policy and financial frameworks which apply to housing in a local authority environment

## Corporate Values

Our values are the base of every job role within Croydon – our values are fundamental in everything we do as a Local Authority. You are required to demonstrate a commitment to our corporate values and this will be assessed using the criteria below:



**One Team:** To cross boundaries to work together towards shared goals with colleagues, partners and communities

- You are strategically innovative in your approach to building and maintaining partnerships and you and your teams act in a joint enterprise with them. You use your contacts and colleagues to bring teams together.

**Proud to Serve:** We strive to always do our best for the community, getting the most from limited resources and using taxpayers' money wisely

- You are proud to be part of the wider Croydon and the contribution you and your teams make to it. You make a difference to people's lives through engagement and you strive to get the best possible value for money for customers.

**Honest and Open:** We work hard to build trust by treating everyone with honesty and integrity

- You think through who needs to understand what during communication; and take care to communicate detail clearly. You take people's views into account continuously. You trust people, colleagues and staff, to do their best and deal with any issues positively.

**Taking Responsibility:** We encourage and support each other to take responsibility and show what we can do, learning together and recognising each other's contributions

- You are clear where formal accountability lies and where we can all take responsibility for results. You praise your colleagues for their efforts and ideas and thank them for their contributions.

**Valuing Diversity:** We make the most of the many perspectives that make Croydon distinctive

- You treat all staff and customers with equal value and respect. In everything you do, you make good use of the wide variety of background, skills and perspective your teams, the Council and the community demonstrate.

Updated: January 2021

**Job Description**

<b>Job title:</b> Head of Tenancy and Resident Engagement	<b>Service Area:</b> Housing – Resident Engagement and Allocations	
<b>Directorate:</b> Housing	<b>Post Number</b> From Oracle	<b>Evaluation Number</b>
<b>Grade:</b> XXX	<b>Date issued:</b> January 2021 (consultation draft)	

**Croydon Council's priorities**

We will live within our means, balance the books and provide value for money for our residents.

We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.

We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.

To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand.

**Croydon Council's new ways of working**

We will 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.

### **Job Purpose:**

As a member of the extended management team, the **Head of Tenancy and Resident Engagement** will work collaboratively across their department and with other Heads of Service and directors to ensure the effective and efficient development and delivery of council services that support departmental and council objectives.

As required, the postholder will participate in corporate management activities that cross over service or departmental boundaries.

The **Head of Housing of Tenancy and Resident Engagement** will be the professional lead for all aspects of housing service development and residents' scrutiny. Working alongside the senior leadership team within the housing division to focus on all aspects of housing development.

**Reports to:** Director of Housing – Resident Engagement and Allocations

**Responsible for:** To be the professional lead for all aspects of resident engagement

- Service development and improvements
- Tenant/leasehold scrutiny
- Resident involvement and community development team
- Housing safeguarding.
- Caretaking Service

The post holder is responsible for a service budget of £ XXm and will deliver services and the associated savings programme and transformation projects within that budget envelope.

### ***Corporate Accountabilities (all Heads of Service)***

To take a "one Council" approach to deliver more effective outcomes and at all times avoid a siloed, single division or service area approach.

To actively seek out and learn from external good practice and bring those new ideas and ways of working into service development and delivery.

To contribute and lead as required as a project owner on the delivery and implementation of specific corporate projects as required.

To actively role model the council's priorities and ways of working and the council's leadership framework and values.

To lead, manage and develop staff teams and ensure compliance with the council's performance management system and all HR policies and procedures

Be accountable for associated budget and have affordable plans in place to deliver the annual budget and Medium-Term Financial Plan.

Provide assurance that the services are compliant and performance monitoring is part of the corporate rhythm, and exceptions have robust action plans.

To operate within the governance, financial and legal frameworks of the Council at all times.

Ensure equalities is embedded into all aspects of professional and managerial roles, including service delivery and at all times carry out your duties with regard to the Council policy.

Ensure by robust management that the services and staff you are responsible for adhere to the Council's Health and Safety Policy and operate within the safety management frameworks.

To ensure the effective management of data and security of information received and used within the division, to comply with the relevant legislation such as GDPR and the Freedom of Information Act, recognising that the council wishes to operate in the most open and transparent way.

Participate in cross organisational risk management and emergency planning activities as required

### **Service Accountabilities:**

To work jointly with the director of housing resident engagement and allocations and other heads of service within the division to ensure the development and transformation of services that meet the new budget envelope in the medium-term financial strategy 2021-2024 is delivered.

As the professional lead for housing service development, to deliver a high quality new integrated housing service which is respectful and responsive to our tenants and leaseholders, managing all residential lettings regardless of tenure and funding base (HRA or GF).

To lead and work collaboratively with other council services, partners and residents on service development and improvements to ensure delivery of housing targets.

To ensure the development of the housing service with new housing strategies and policies. With particular focus on resident involvement.

Look at models for engagement across our housing estates

Manage a range of tenancy officers ensuring caseloads are balanced

To ensure an effective and robust system for housing returns and performance that informs strategy and ensures policy compliance.

To be the divisional lead for resident involvement, community development teams.

Instil a culture of customer service and 'can do attitude' across teams.

To be the professional lead for housing safeguarding, working collaboratively and in partnership with relevant officers across the council, and partners.

To lead caretaking teams to ensure cleanliness across the estates.

Liaise with repairs teams to ongoing problems using shared data to identify trends

The list of duties in the role profile should not be regarded as exclusive or exhaustive. There will be other duties and requirements associated with your job and, in addition, as a term of your employment you may be required to undertake various other duties as may reasonably be required.

Your duties will be as set out in the above role profile but please note that the Council reserves the right to update your role profile, from time to time, to reflect changes in, or to, your job.

You will be consulted about any proposed changes.

### **Key Stakeholder Relationships:**

#### Internal:

Councillors, Corporate Leadership Team, and Council Directors, Heads of service across the council, trade unions and beyond.

#### External:

Local, regional and national government bodies, agencies and NGOs; professional bodies; other local authorities; partner organisations; statutory bodies; members of the public and community groups; national and local press; trade unions; contractors and suppliers; MPs and MEPs; GLA/London Mayor's office; courts; legal and other representatives; the Housing and Local Government Ombudsman.





**Political Restrictions:**

This post is politically restricted and under the Local Government and Housing Act 1989, as amended by the Local Democracy, Economic Development and Construction Act 2009 and the post holder may not have any active political role either in or outside the work. **Will only apply to HOS whose duties also involve giving advice to committees, sub-committees or to the Executive or speak on behalf of the Council to journalists e.g Head of Scrutiny, Head of Communications, deputy monitoring and S151 officers**

**Statutory Responsibilities:**

This role has no assigned statutory responsibilities.

**Other Considerations:**

You may, from time to time, be required to work outside of regular office hours including weekends and evenings to attend meetings and community events.

The postholder is required to observe and fulfill the seven principles of public life (also known as the Nolan Principles).

**1.1 Selflessness**

Holders of public office should act solely in terms of the public interest.

**1.2 Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

**1.3 Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

**1.4 Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

**1.5 Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

**1.6 Honesty**

Holders of public office should be truthful.

### **1.7 Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

## Person Specification

### Specific Minimum Qualifications and Expertise

#### Qualifications:

- A professional or management qualification or educated to degree level or demonstrable equivalent experience.
- Evidence of continuing professional development, leadership and personal

#### Experience:

- Proven ability to lead a strategic team at a similar level through customer services and leadership capability
- A successful track record and background of consistent achievement at senior management level in a local authority or large complex organisation.
- Experience of establishing and implementing business planning processes and performance management systems to ensure appropriate and cost effective service delivery.
- Demonstrable excellence in team management and service delivery in relation to the provision of customer orientated services that achieve successful outcomes.
- Experience of working in partnership with a wide range of internal and external stakeholders / bodies including statutory bodies and organisations
- Proven track record of working in a senior management role within housing, in a local authority or similar organisation

#### Knowledge and Skills:

- High level of communication skills to persuade and engage audiences and form positive relationships at all levels (internally and externally).
- Ability to work in a collaborative way to transform service delivery including the ability to manage internal departmental relationships
- Evidence of being a strong corporate player who will lead, motivate and inspire their teams and build a high performing culture.
- Ability to work effectively across a range of service disciplines and with a range of people.
- Expertise in data analytics and targeting work in relation to identified needs.
- Commitment to the Council's core value and objectives
- A good knowledge of the relevant legal, policy and financial frameworks which apply to housing in a local authority environment

## Corporate Values

Our values are the base of every job role within Croydon – our values are fundamental in everything we do as a Local Authority. You are required to demonstrate a commitment to our corporate values and this will be assessed using the criteria below:



**One Team:** To cross boundaries to work together towards shared goals with colleagues, partners and communities

- You are strategically innovative in your approach to building and maintaining partnerships and you and your teams act in a joint enterprise with them. You use your contacts and colleagues to bring teams together.

**Proud to Serve:** We strive to always do our best for the community, getting the most from limited resources and using taxpayers' money wisely

- You are proud to be part of the wider Croydon and the contribution you and your teams make to it. You make a difference to people's lives through engagement and you strive to get the best possible value for money for customers.

**Honest and Open:** We work hard to build trust by treating everyone with honesty and integrity

- You think through who needs to understand what during communication; and take care to communicate detail clearly. You take people's views into account continuously. You trust people, colleagues and staff, to do their best and deal with any issues positively.

**Taking Responsibility:** We encourage and support each other to take responsibility and show what we can do, learning together and recognising each other's contributions

- You are clear where formal accountability lies and where we can all take responsibility for results. You praise your colleagues for their efforts and ideas and thank them for their contributions.

**Valuing Diversity:** We make the most of the many perspectives that make Croydon distinctive

- You treat all staff and customers with equal value and respect. In everything you do, you make good use of the wide variety of background, skills and perspective your teams, the Council and the community demonstrate.

Updated: January 2021

**Job Description**

<b>Job title:</b> Head of Workforce Development & Practice Improvement	<b>Service Area:</b> Quality & Performance Improvement	
<b>Division:</b> Children, Young People & Education	<b>Post Number</b> From Oracle	<b>Evaluation Number</b>
<b>Grade:</b> XXX	<b>Date issued:</b> January 2021 (consultation draft)	

**Croydon Council's priorities**

We will live within our means, balance the books and provide value for money for our residents.

We will focus on tackling ingrained inequality and poverty in the borough. We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.

We will focus on providing the best quality core service we can afford. First and foremost, providing social care services that keep our most vulnerable residents safe and healthy and keep our streets clean and safe.

To ensure we get full benefit from every pound we spend, other services will only be provided where they can be shown to have a direct benefit in keeping people safe and reducing demand

**Croydon Council's new ways of working**

We will practise sound financial management, being honest about what we've spent and what we can afford.

We will focus on what we, uniquely, can do as the local authority as the democratically elected leaders of our borough. This means we will focus on our core services, and a small number of evidence-based outcomes that deliver our priorities. But we will also continue to use our democratic mandate to convene our partners around a common purpose and to make a clear case for a better deal for Croydon.

We will aim to become a much more transparent, open and honest council.

We will involve residents in our decision making. But we will also need to be clear with residents about what we can do, and what we can't. When we have to say no, we will do so with compassion and take the time to explain our decisions

**Job Purpose:**

As a member of the extended management team, the **Head of Workforce Development & Practice Improvement** will work collaboratively across their department and with other Heads of Service and directors to ensure the

effective and efficient development and delivery of council services that, that support departmental and council objectives.

As required, the postholder will participate in corporate management activities that cross over service or departmental boundaries.

The **Head of Workforce Development & Practice Improvement** will provide strategic leadership and expert advice on children and families workforce issues within the Council across all aspects of practice across the council. Provide leadership for the development and delivery of high-quality practice across Children's Services and the wider partnership, challenging and supporting Heads of Service, key partners, managers and practitioners to ensure practice is robust, high quality and continues to drive continuous improvement. Lead the Early Help and Children's Social Care Academy, bringing together a range of initiatives to support the induction and continuous professional development of early help and social care staff, to ensure that children and families in Croydon are supported by skilled and knowledgeable practitioners

**Reports to:** Director of Quality & Performance Improvement

**Responsible for:** Responsible for management oversight and supervision of the Early Help & Children's Social Care Academy. Responsible for operationalising a number of key initiatives such a Social work Apprenticeship Degree and National Accreditation and Assessment (NAAS).

***Corporate Accountabilities (all Heads of Service)***

To take a "one Council" approach to deliver more effective outcomes and at all times avoid a siloed, single division or service area approach.

To actively seek out and learn from external good practice and bring those new ideas and ways of working into service development and delivery.

To contribute and lead as required as a project owner on the delivery and implementation of specific corporate projects as required.

To actively role model the council's priorities and ways of working and the council's leadership framework and values.

To lead, manage and develop staff teams and ensure compliance with the councils performance management system and all HR policies and procedures

Be accountable for associated budget and have affordable plans in place to deliver the annual budget and Medium Term Financial Plan.

Provide assurance that the services are compliant and performance monitoring is part of the corporate rhythm, and exceptions have robust action plans.

To operate within the governance, financial and legal frameworks of the Council at all times.

Ensure equalities is embedded into all aspects of professional and managerial roles, including service delivery and at all times carry out your duties with regard to the Council policy.

Ensure by robust management that the services and staff you are responsible for adhere to the Council's Health and Safety Policy and operate within the safety management frameworks.

To ensure the effective management of data and security of information received and used within the division, to comply with the relevant legislation such as GDPR and the Freedom of Information Act, recognising that the council wishes to operate in the most open and transparent way.

Participate in cross organisational risk management and emergency planning activities as required

**Service Accountabilities:**

Work jointly with the Head of & Performance Quality Assurance to translate the outcomes of the Quality Assurance Framework into a range of practice improvement and development activities.

Devise and implement an impact framework for the practice improvement programme.

Identify gaps in service delivery, leading innovation and service response informed by leading edge research in practice, policy and sector guidance.

Ensure the Social Work Academy is responsive to children's service needs and priorities and contributes directly to continuous practice improvement as well as the retention of skilled staff.

Provide oversight to ensure the balance of entry to social work, career pathways and continuing professional development opportunities meets the workforce needs in Croydon, using workforce and performance data to ensure an adequate forward supply of suitably qualified and experienced staff.

Lead the proactive identification of viable partnerships with universities and external training providers, building effective partnerships to secure an exciting and innovative offer for staff in Croydon.

Act as lead officer for children's services, seeking out and developing opportunities for the integrated development of skills, knowledge and abilities across the both the Council's workforce and its key partners.

The list of duties in the role profile should not be regarded as exclusive or exhaustive. There will be other duties and requirements associated with your



job and, in addition, as a term of your employment you may be required to undertake various other duties as may reasonably be required.

Your duties will be as set out in the above role profile but please note that the Council reserves the right to update your role profile, from time to time, to reflect changes in, or to, your job.

You will be consulted about any proposed changes.

### **Key Stakeholder Relationships:**

**Internal:** Elected members, including the Lead Member for Children, Education and Learning, Scrutiny Sub-Committee Children's Services, Directors and Heads of Service across the department, Directors and Heads of Service across the Council, Corporate Parenting Panel

**External:** Local safeguarding partners from the police, community and acute health providers and the probation service, Croydon Safeguarding Children Partnership, Social Care practice, learning and development experts, e.g. Research in Practice, What Works Centre, SCIE, SWE, BASW. National and regional professional networks e.g. Principal Social Workers Network, Universities, both regionally and nationally. Private sector learning providers DFE, CAFCASS, Voluntary and third sector agencies and Other local authorities

### **Political Restrictions:**

*This post is politically restricted and under the Local Government and Housing Act 1989, as amended by the Local Democracy, Economic Development and Construction Act 2009 and the post holder may not have any active political role either in or outside the work. **Will only apply to HOS whose duties also involve giving advice to committees, sub-committees or to the Executive or speak on behalf of the Council to journalists e.g Head of Scrutiny, Head of Communications, deputy monitoring and S151 officers***

### **Statutory Responsibilities:**

This role has no assigned statutory responsibilities.

### **Other Considerations:**

You may, from time to time, be required to work outside of regular office hours including weekends and evenings to attend meetings and community events.

The postholder is required to observe and fulfill the seven principles of public life (also known as the Nolan Principles).

<b>1.1 Selflessness</b>
-------------------------

Holders of public office should act solely in terms of the public interest.

### **1.2 Integrity**

Holders of public office must avoid placing themselves under any obligation to people or organisations that might try inappropriately to influence them in their work. They should not act or take decisions in order to gain financial or other material benefits for themselves, their family, or their friends. They must declare and resolve any interests and relationships.

### **1.3 Objectivity**

Holders of public office must act and take decisions impartially, fairly and on merit, using the best evidence and without discrimination or bias.

### **1.4 Accountability**

Holders of public office are accountable to the public for their decisions and actions and must submit themselves to the scrutiny necessary to ensure this.

### **1.5 Openness**

Holders of public office should act and take decisions in an open and transparent manner. Information should not be withheld from the public unless there are clear and lawful reasons for so doing.

### **1.6 Honesty**

Holders of public office should be truthful.

### **1.7 Leadership**

Holders of public office should exhibit these principles in their own behaviour. They should actively promote and robustly support the principles and be willing to challenge poor behaviour wherever it occurs.

## Specific Minimum Qualifications and Expertise

### Qualifications:

- Social work qualification and be a registered with Social Work England
- A professional or management qualification or educated to degree level or demonstrable equivalent experience.
- Evidence of continuing professional development, leadership and personal

### Experience:

- Substantial experience of providing social care leadership that manages and reduces risk within a dynamic and changing environment
- Significant experience and proven record of accomplishment of working as a Manager/Supervisor of social workers including practice teaching.
- Proven track record of formulating and leading strategies that cross service and professional boundaries, which lead to improved outcomes for children and young people.
- Demonstrable experience of initiating and managing change in the pursuit of strategic objectives.
- Experience of directly contributing to policy formulation, implementation and review
- Experience of dealing with elected Members and political sensitivity
- Experience of developing and implementing service standards in line with latest thinking
- Proven ability to lead a strategic team at a similar level through customer services and leadership capability
- A successful track record and background of consistent achievement at senior management level in a local authority or large complex organisation.
- Experience of establishing and implementing business planning processes and performance management systems to ensure appropriate and cost effective service delivery.
- Demonstrable excellence in team management and service delivery in relation to the provision of customer orientated services that achieve successful outcomes.
- Experience of working in partnership with a wide range of internal and external stakeholders / bodies including statutory bodies and organisations

### Knowledge and Skills:

- Detailed knowledge of the relevant legislation and guidance that underpins social work practice and multi-agency safeguarding
- Highly developed specialist knowledge relevant to the quality of social work practice in children's services
- Ability to communicate effectively with senior managers across the Council, elected Members, central government, multi-agency partners and children and families
- A probing, questioning ability to challenge systems, procedures, strategy and implement improvements

- Ability to produce written material to a high standard which is suitable for a range of different audiences
- Proven ability to lead and influence particularly during change
- Ability to develop and use performance management and quality assurance processes to achieve high quality professional practice
- Excellent negotiating, planning and commissioning skills
- High level of communication skills to persuade and engage audiences and form positive relationships at all levels (internally and externally).
- Ability to work in a collaborative way to transform service delivery including the ability to manage internal departmental relationships
- Evidence of being a strong corporate player who will lead, motivate and inspire their teams and build a high performing culture.
- Ability to work effectively across a range of service disciplines and with a range of people.
- Expertise in data analytics and targeting work in relation to identified needs.
- Commitment to the Council's core value and objectives

### Corporate Values

Our values are the base of every job role within Croydon – our values are fundamental in everything we do as a Local Authority. You are required to demonstrate a commitment to our corporate values and this will be assessed using the criteria below:



**One Team:** To cross boundaries to work together towards shared goals with colleagues, partners and communities

- You are strategically innovative in your approach to building and maintaining partnerships and you and your teams act in a joint enterprise with them. You use your contacts and colleagues to bring teams together.

**Proud to Serve:** We strive to always do our best for the community, getting the most from limited resources and using taxpayers' money wisely

- You are proud to be part of the wider Croydon and the contribution you and your teams make to it. You make a difference to people's lives through engagement and you strive to get the best possible value for money for customers.

**Honest and Open:** We work hard to build trust by treating everyone with honesty and integrity

- You think through who needs to understand what during communication; and take care to communicate detail clearly. You take people's views into account continuously. You trust people, colleagues and staff, to do their best and deal with any issues positively.

**Taking Responsibility:** We encourage and support each other to take responsibility and show what we can do, learning together and recognising each other's contributions

- You are clear where formal accountability lies and where we can all take responsibility for results. You praise your colleagues for their efforts and ideas and thank them for their contributions.

**Valuing Diversity:** We make the most of the many perspectives that make Croydon distinctive

- You treat all staff and customers with equal value and respect. In everything you do, you make good use of the wide variety of background, skills and perspective your teams, the Council and the community demonstrate.

Updated: January 2021

## Indicative Grades for Corporate Director and Director posts

## Croydon Chief Officer Grades

CCOG	Grade	Minimum	Mid-point	Maximum
Director	Grade 1	£94,986	£96,896	£98,834
Director	Grade 2	£104,902	£107,000	£109,140
Director	Grade 3	£115,000	£117,300	£119,646
Corporate Director	Grade 4	£134,750	£137,445	£140,194
Corporate Director	Grade 5	£141,965	£144,804	£150,547

Post	Indicative Grade * as per pay policy
Corporate Director Children, Young People & Education (DCS)	Grade 5
Corporate Director of Adult Social Services and Health (DASS)	Grade 5
Assistant Chief Executive	Grade 4
Corporate Director Sustainable Communities, Regeneration and Economic Recovery	Grade 5
Corporate Director Resources (S151 and Deputy CEO)	Grade 5
Corporate Director Housing	Grade 5
Director of Sustainable Communities	Grade 2
Director of Human Resources	Grade 1
Director of Policy, Programmes & Performance	Grade 1
Director of Legal Services (MO)	Grade 2
Director of Children's Social Care	Grade 3

\*Grades subject to final quality assurance and review

Director of Quality, Policy & Performance Improvement (Deputy DCS)	Grade 1
Director of Education	Grade 2
Director of Adult Social Care Policy & Improvement	Grade 2
Director of Adult Social Care – Operations (Deputy DASS)	Grade 3
Director of Planning & Sustainable Regeneration	Grade 3
Chief Digital Officer & Director of Resident Access	Grade 3
Director of Culture & Community Safety	Grade 2
Director of Finance (Deputy S151)	Grade 2
Director of Commercial & Capital Investment	Grade 2
Director of Housing, Estates and Improvement	Grade 3
Director of Housing, Resident Engagement & Allocations	Grade 3
Director Service Quality, Improvement & Inclusion	Grade 1

## Indicative Grades for new Head of Service posts

## Croydon Special Range ( as per 2021/22 pay policy)

Grade	Scp	Salary
Croydon Special Range A	1	£65,589
	2	£67,744
	3	£72,053
Croydon Special Range B	4	£82,703
	5	£85,339
	6	£87,968

Post	Indicative grade ( subject to final evaluation)
Head of Estates Asset Management & Facilities	CSR B
Head of Environmental Services & Neighbourhood Operations	CSR B
Head of Culture, Leisure & Libraries	CSR A
Head of Insurance and Risk and Fraud	CSR B
Head of Resident Contact	CSR A
Principal Social Worker and Head of Clinical Practice & Workforce Development	CSR B
Head of Performance and Business Intelligence (cfe)	CSR B
Head of Access to Education	CSR B
Head of Tenancy & Resident Engagement HRA	CSR A
Head of Homelessness & Assessments	CSR A
Head of Allocations, Lettings & Income Collection	CSR A
Head of Policy & Improvement HRA	CSR A
Head of Service Planning and Delivery HRA	CSR A