

Appointments & Disciplinary Committee Agenda



To: Mayor Jason Perry (Chair)
Councillor Lynne Hale (Vice-Chair)
Councillors Jason Cummings, Stuart King, Enid Mollyneaux and
Callton Young

A meeting of the **Appointments & Disciplinary Committee** which you are hereby invited to attend, will be held **Wednesday, 12 July 2023 at 2.00 pm. Room 1.01 and 1.02 - Bernard Weatherill House, Mint Walk, Croydon CR0 1EA.**

Katherine Kerswell
Chief Executive
London Borough of Croydon
Bernard Weatherill House
8 Mint Walk, Croydon CR0 1EA

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AGENDA

1. Apologies for Absence

To receive any apologies for absence from Members.

2. Disclosure of Interests

Members are invited to declare any disclosable pecuniary interests (DPIs), pecuniary or non-pecuniary interests they may have in relation to any item(s) of business on today's agenda.

3. Minutes (Part A - Open) of the Previous Meeting (Pages 5 - 8)

To approve the Part A minutes of the Appointments & Disciplinary Committee meeting held on Friday 9 June 2023 as an accurate record.

4. Review of Temporary Chief Officer Cover Arrangement: Extension of Fixed Term Contract (Pages 9 - 12)

This report concerns the request for an extension of the fixed term contract for the Interim Corporate Director, Children, Young People and Education, as outlined in the body of the report.

5. Review of Temporary Chief Officer Cover Arrangement (Extension of Fixed Term Contract) and Increase in Salary/Grade for Director of Culture & Community Safety (Pages 13 - 18)

This report concerns the request for a permanent increase in salary and grade for the Director of Culture & Community Safety, following a job evaluation through the Hay evaluation process as outlined in the body of the report.

6. Appointment to the post of Director of Policy, Programmes & Performance (Pages 19 - 38)

This report seeks the Committee's approval to agree the salary package and undertake the selection and appointment to the post of Director of Policy, Programmes & Performance.

7. Exclusion of 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 or a particular item:

"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."

8. Minutes (Part B - Exempt) of the Previous Meeting (Pages 39 - 40)

To approve the Part B minutes of the Appointments & Disciplinary Committee meeting held on the 9 June 2023 as an accurate record.

9. Appointment to the post of Director of Policy, Programmes & Performance

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Agenda Item 3

Appointments & Disciplinary Committee

Meeting of Appointment and Disciplinary Committee held on Friday, 9 June 2023 at 2.00pm
in Room 1.01 and 1.02 - Bernard Weatherill House, Mint Walk, Croydon CR0 1EA

MINUTES

Present: Mayor Jason Perry (Chair);
Councillor Lynne Hale (Vice-Chair);
Councillors Jason Cummings, Patricia Hay-Justice, Enid Mollyneaux
and Callton Young

Also Present: Katherine Kerswell, Chief Executive Officer
Elaine Jackson, Assistant Chief Executive Officer
Gillian Bevan, Head of Human Resources
Adrian May, Interim Head of Democratic Services
Michelle Ossei-Gerning, Democratic Services Officer

PART A

14/22 **Apologies for Absence**

An apology for absence was received from Councillor Stuart King.
Councillor Patricia Hay-Justice was in attendance as his substitute.

15/22 **Disclosure of Interests**

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

16/22 **Minutes (Part A - Open) of the Previous Meeting**

The Part A minutes to the meeting held on Friday 26 May 2023 were
agreed as an accurate record.

17/22 **Urgent Items (If Any)**

There were no items of urgent business.

18/22 **Appointment to the Post of Director of Transformation**

The Appointment and Disciplinary Committee considered the Appointment
to the post of Director of Transformation, which followed the last meeting

held on 26 May 2023 where Members had agreed to interview a number of candidates for the role of Director of Transformation and agreed to hold the final panel of interviews on 9 June 2023.

Full details to the Director of Transformation role were available online and within the agenda pack for the Appointment and Disciplinary Committee meeting held on 26 May 2023.

The interviews were held in private.

19/22

Exclusion of Press and Public

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

“That, under Section 100A(4) of the Local Government Act 1972, the press and public be excluded from the meeting for the following items of business on the grounds that it involves the likely disclosure of exempt information falling within paragraphs 1, 2 and 3 as indicated in Part 1 of Schedule 12A of the Local Government Act 1972, as amended”.

[PUBLIC VERSION OF PART B MINUTES]

20/22

Minutes (Part B - Exempt) of the Previous Meeting

The Part B minutes to the meeting held on Friday 26 May 2023 were agreed as an accurate record.

21/22

Urgent Business

There were no items of urgent business

22/22

Appointment to the Post of Director of Transformation (Part B)

Please note that a full confidential minute has also been produced for this item, although the resolutions agreed by the Committee are set out in the public minute above.

The meeting ended at 2:04pm

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Agenda Item 4

LONDON BOROUGH OF CROYDON

REPORT:	APPOINTMENTS AND DISCIPLINARY COMMITTEE	
DATE OF DECISION	12 July 2023	
REPORT TITLE:	REVIEW OF TEMPORARY CHIEF OFFICER COVER ARRANGEMENT: EXTENSION OF FIXED TERM CONTRACT	
CORPORATE DIRECTOR / DIRECTOR:	KATHERINE KERSWELL CHIEF EXECUTIVE AND HEAD OF PAID SERVICE	
LEAD OFFICER:	GILLIAN BEVAN HEAD OF HR, RESOURCES AND ACE DIRECTORATES Email: Gillian.Bevan@croydon.gov.uk	
LEAD MEMBER:	CLLR MARIA GATLAND	
AUTHORITY TO TAKE DECISION:	Appointments of staff are a non-executive function of the Council and the Council's established practice is to report all director appointments to Members for decision.	
KEY DECISION?	No	REASON: N/A
CONTAINS EXEMPT INFORMATION?	No	Public
WARDS AFFECTED:	N/A	

1 SUMMARY OF REPORT

- 1.1 This report concerns the request for an extension of the fixed term contract for the Interim Corporate Director, Children, Young People and Education, as outlined in the body of the report.

2 RECOMMENDATIONS

For the reasons set out in the report Appointments and Disciplinary Committee is recommended:

- 2.1 To agree to extend the current fixed term contract for the Interim Corporate Director, Children, Young People and Education for 12 months from 18 August 2023 to 17 August 2024, until the Ofsted inspection has taken place.
- 2.2 Note that if the extension is agreed, the Committee's decision will be subject to the usual notification requirements in paragraph 3.3 of Part 4J (Staff Employment Procedure Rules) in the Constitution.

3 REASONS FOR RECOMMENDATIONS

- 3.1 This report seeks agreement to extend the fixed term contract for the Corporate Director, Children, Young People and Education by a further 12 months until after the Ofsted inspection has taken place.
- 3.2 The reason for the extension is that an assessment of the market for a permanent DCS was taken during April and whilst there were a few possible applicants the market is exceptionally tight and especially so for Croydon.
- 3.3 The view was taken in discussion with the Executive Mayor that in the light of the Ofsted inspection, expected within a 12 month' timeframe, it would add a risk of destabilising the leadership and management of children's services to our situation if the Council sought to recruit on a permanent basis.

4 BACKGROUND AND DETAILS

- 4.1 The Interim Corporate Director, Children Young People and Education was appointed on 13 October 2020 on a fixed term contract which has since been extended, most recently for a 6 month' period from 17 February 2023 until 17 August 2023, pending permanent recruitment arrangements.
- 4.2 It should be noted that after four years in post there is automatic permanency of employment contract. The current interim post holder is under 4 years' service and will still be within 4 years with this with extension request to 17 August 2024. However, should there be a future request and agreement for the fixed term contract to be extended beyond 12 October 2024, the postholder would then automatically become permanent in post (unless the continued use of a fixed term contract can be objectively justified).

5 ALTERNATIVE OPTIONS CONSIDERED

- 5.1 As there is a need to maintain a stable management team pending Ofsted, there are no alternative options at this present time without risk to the Council.

6 CONSULTATION

- 6.1** The appointment of Chief Officer posts, other than temporary appointments for up to 6 months, is a matter reserved for the Appointments and Disciplinary Committee, unless specifically delegated by them. There has been no prior consultation with the Committee on this further extension of appointment.

7. IMPLICATIONS

7.1 FINANCIAL IMPLICATIONS

- 7.1.1** Finance have assessed the impact of the decision and can confirm the cost of the fixed term contract extension recommended in this report can be met within existing budgets.
- 7.1.2** Comments approved by Maiyani Henry-Hercules, Head of Finance for Childrens Young People and Education on behalf of the Director of Finance. (Date: 29/06/23)

7.2 LEGAL IMPLICATIONS

- 7.2.1** 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.
- 7.2.2** The function of appointment of a member of staff below deputy chief officer level must be discharged by the Head of Paid Service or by an officer nominated by the Head of Paid Service. Appointment decisions concerning more senior officers can be made by officers or Members subject to statutory requirements and Council rules and established practices.
- 7.2.3** The proposal is to seek approval from the committee to decide whether or not to extend the fixed term contract for the Interim Corporate Director, Children Young People and Education for 12 months subject to the usual notification requirements to the Executive Mayor and Cabinet Members.
- 7.2.4** Comments approved by: Looqman Desai, Deputy Monitoring Officer on behalf of the Director of Legal Services and Monitoring Officer (Date: 29/06/23)

7.3 EQUALITIES IMPLICATIONS

- 7.3.1** The post is a senior post within the Council, therefore the post holder will be required to promote the Public Sector Equality Duties (PSED) as detailed:
- (i) Eliminate unlawful discrimination, harassment and victimisation

- (ii) advance equality of opportunity between people who share a protected characteristic and those who don't.
- (iii) foster or encourage good relations between people who share a protected characteristic and those who don't.

7.3.2 Senior members of staff are also responsible for the deliverables of the Equality Strategy 2020 -2024 within their service area. This includes: ensuring that every strategy, delivery plan and staff appraisal has an equality objective linked to it.

7.3.3 As a member of the management team, the post holder will also have responsibility for the implementation of the Equality Strategy 2020- 2026 which includes the standards of the Chief Executive for London Council's Tackling Racial Injustice programme. This includes ensuring that both equality and race have measurable actions on personal development plans for the post holder.

7.3.3 The post holder will be requested to share equality monitoring data whilst in post.

7.3.4 Comments approved by: Denise McCausland, Equalities Programme Manager (Date: 04/07/23)

7.4 HUMAN RESOURCES IMPLICATIONS

7.4.1 There are no additional human resources impacts beyond those described in the body of the report. Note that the extension referred to in this report is for an employee on a fixed term contract and not an agency/consultant contract.

7.4.2 Comments approved by Gillian Bevan, Head of HR Resources and Assistant Chief Executives on behalf of the Chief People Officer (Date: 27/06/23)

LONDON BOROUGH OF CROYDON

REPORT:	APPOINTMENTS AND DISCIPLINARY COMMITTEE	
DATE OF DECISION	12 JULY 2023	
REPORT TITLE:	REVIEW OF TEMPORARY CHIEF OFFICER COVER ARRANGEMENT (EXTENSION OF FIXED TERM CONTRACT) AND INCREASE IN SALARY/GRADE FOR DIRECTOR OF CULTURE & COMMUNITY SAFETY	
CORPORATE DIRECTOR / DIRECTOR:	NICK HIBBERD EXECUTIVE DIRECTOR - SCRER	
LEAD OFFICER:	JENNIFER SANKAR HEAD OF HR, HOUSING & SCRER DIRECTORATES Email: Jennifer.sankar@croydon.gov.uk	
LEAD MEMBER:	CLLR OLA KOLADE	
AUTHORITY TO TAKE DECISION:	Appointments of staff are a non-executive function of the Council and the Council's established practice is to report all director appointments to Members for decision.	
KEY DECISION?	No	REASON: N/A
CONTAINS EXEMPT INFORMATION?	No	Public
WARDS AFFECTED:	N/A	

1 SUMMARY OF REPORT

- 1.1 This report concerns the request for a permanent increase in salary and grade for the Director of Culture & Community Safety, following a job evaluation through the Hay evaluation process as outlined in the body of the report.
- 1.2 This report also concerns the request for an extension of the fixed term contract for the interim Director of Culture and Community Safety, as outlined in the body of the report.

2 RECOMMENDATIONS

For the reasons set out in the report the Committee is recommended to:

- 2.1** Agree an increase of the salary grade of the Director of Culture & Community Safety from Grade 1 salary range £101,778 - £105,820 to Grade 2 salary range £112,195 - £116,648.
- 2.2** Agree an implementation date of 2 May 2023 for the grade increase at 2.1.
- 2.3** Agree to extend the current temporary cover arrangement for the Interim Director of Culture & Community Safety for 4 months from 8 August 2023 to 7 December 2023 to allow for permanent recruitment to take place.
- 2.4** Note that if the extension is agreed, the Committee's decision will be subject to the usual notification requirements in paragraph 3.3 of Part 4J (Staff Employment Procedure Rules) in the Constitution.

3 REASONS FOR RECOMMENDATIONS

- 3.1** This report seeks agreement to permanently increase the salary grade for the Director of Culture & Community Safety. This role has taken on additional responsibilities on a permanent basis for two service areas, namely the Coroners Services and the Resilience Team that moved into the SCRER Directorate and falls under the remit of the Culture & Community Safety Department.
- 3.2** The council is undertaking a comprehensive set of improvement activities, as detailed in the Croydon Renewal Plan and, to ensure a focus on delivery, there needs to be robust management of the organisation. This decision was taken following a restructure in Policy, Programmes and Performance Division.
- 3.3** Following the decision to move the two services into the Culture & Community Safety Department it was necessary to re-evaluate the job description of the Director of Culture & Community Safety as these are two very distinct services, they could not be absorbed into the current job description.
- 3.4** The extension is to cover the permanent recruitment process to ensure there is no gap in the service.

4 BACKGROUND AND DETAILS

- 4.1** A review took place and a restructure of the Policy Programmes and Performance Division was implemented to better align services across the organisation. The main objective was to reduce the number of direct reports to the Director of Policy

Programmes and Performance Management and to group services more effectively, therefore improving communication, coordination, resilience and strategic capacity.

- 4.2** The following lift and drop change took affect from 1 April, with teams moved to their new line manager without any changes to the team structure or activities.
- 4.3** On 1 April 2023 the Resilience Team were 'lifted and dropped' from Policy, Programmes & Performance to instead report to the Director for Culture & Community Safety. This was to reduce the breadth of responsibilities within Policy, Programmes & Performance, whilst ensuring that the Resilience Team are aligned with key services and partners such as the Metropolitan Police.
- 4.4** The following changes to the Coroners Service were implemented on Friday 14 April 2023, with the team moving to Culture and Community Safety-without any changes to the team structure or activities.
- 4.5** The Coroners Service were therefore 'lifted and dropped' from Policy, Programmes & Performance and instead report to the Director for Culture & Community Safety.
- 4.6** The rationale for the lift and drop is that the Coroners Service is a more front facing service and a better fit with the regulatory services, which aligns with the culture and community work undertaken by the Director of Culture and Community Safety. The 'lift and drop' will improve alignment between services in both directorates as well as senior capacity to support the service improvement plan, which is a key priority for the organisation.
- 4.7** A key partner for the Coroners Service is the Metropolitan Police and the Director for Culture & Community Safety is the key relationship manager within the Council. Locating the Coroners service within this division will align with the partnership work with police.
- 4.8** The Council's target operating model is not a static position and will constantly evolve as the needs of the organisation change. The organisation needs to flex and change at any given time to ensure that the management of functions align and are working for the needs of the organisation.
- 4.9** The extension of the Interim Director of Culture and Community Safety appointment is pending agreement by Appointments Committee to recruit permanently. The original fixed term contract commenced on 8 November 2021 for 6 months; on 7 February 2022 it was then extended, until 7 August 2023, to ensure continuity for the Borough of Culture programme. There is now a request to extend the current interim arrangement for a further 4 months; from 8 August 2023 to 7 December 2023 to allow for permanent recruitment to take place.
- 4.10** The temporary post holder is currently fully engaged in the planning and delivery of the budget of their services and are providing operational oversight and guidance to their respective services.

5 ALTERNATIVE OPTIONS CONSIDERED

5.9.1 Concerning the regrade, alternative options were considered during the Policy, Programmes and Performance restructure, but the outcome of the restructure determined the realignment of the services as outlined above.

5.10 This is the only option as we need to ensure continuity of the service before permanent postholder is in place.

6 CONSULTATION

6.9 There has been no prior consultation with the Committee on the re-grading and further extension of appointment referred to in this report.

7. IMPLICATIONS

7.1 FINANCIAL IMPLICATIONS

7.1.1 The cost of the regraded Director post will be funded within the existing budget of the Culture and Community Safety division.

7.1.2 Comments approved by Alister Bannin Director of Finance. (Date: 03.07.23)

7.2 LEGAL IMPLICATIONS

7.2.1 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.

7.2.2 The function of appointment of a member of staff below deputy chief officer level must be discharged by the Head of Paid Service or by an officer nominated by the Head of Paid Service. Appointment decisions concerning more senior officers can be made by officers or Members subject to statutory requirements and Council rules and established practices.

7.2.3 Grading decisions for senior officers subject to the JNC Chief Officer conditions of service requires the approval of the Committee (Constitution, Part 3, para. 4.7.9).

7.2.4 The proposal is to seek approval from the committee to decide whether or not to extend the temporary appointment to the post of Director of Culture & Community Safety for a 4 month period from 8 August 2023 to 7 December 2023, subject to the usual notification requirements to the Executive Mayor and Cabinet Members. The report also proposes a re-grading of the post as from 2 May 2023.

7.2.5 Comments approved by: Looqman Desai, Deputy Monitoring Officer on behalf of the Director of Legal Services and Monitoring Officer (Date 04/07/23)

7.3 EQUALITIES IMPLICATIONS

7.3.1 The posts are senior posts within the Council, therefore post holders will be required to promote and uphold the Public Sector Equality Duties (PSED) as detailed:

- (i) Eliminate unlawful discrimination, harassment and victimisation
- (ii) advance equality of opportunity between people who share a protected characteristic and those who don't.
- (iii) foster or encourage good relations between people who share a protected characteristic and those who don't.

7.3.2 Senior members of staff are also responsible for the deliverables of the Equality Strategy 2020 -2024 within their service area. This includes: ensuring that every strategy, delivery plan and staff appraisal has an equality objective linked to it.

7.3.3 As a member of the management team, the post holder will also have responsibility for the implementation of the Equality Strategy 2020- 2026 which includes the standards of the Chief Executive for London Council's Tackling Racial Injustice programme. This includes ensuring that both equality and race have measurable actions on personal development plans for the post holder.

7.3.3 The post holder will be requested to share equality monitoring data when in post.

7.3.4 Comments approved by: Denise McCausland, Equalities Programme Manager (Date:29/06/23)

7.4 HUMAN RESOURCES IMPLICATIONS

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

7.4.2 Comments approved by Jennifer Sankar, Head of HR Housing & SCRER Directorates on behalf of the Chief People Officer (Date: 04/07/23)

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Agenda Item 6

LONDON BOROUGH OF CROYDON

REPORT:	APPOINTMENTS AND DISCIPLINARY COMMITTEE	
DATE OF DECISION	12 July 2023	
REPORT TITLE:	Appointment to the post of Director of Policy, Programmes & Performance	
CORPORATE DIRECTOR / DIRECTOR:	KATHERINE KERSWELL CHIEF EXECUTIVE AND HEAD OF PAID SERVICE	
LEAD OFFICER:	Katherine Kerswell Chief Executive and Head of Paid Service	
LEAD MEMBER:	All	
AUTHORITY TO TAKE DECISION:	Appointments of staff are a non-executive function of the Council and the Council's established practice is to report all director appointments to Members for decision.	
KEY DECISION?	No	REASON: N/A
CONTAINS EXEMPT INFORMATION?	Yes	Details of the candidate(s) set out in the exempt/Part B appendices under paragraph 1 (information relating to any individual) and paragraph 2 (information which is likely to reveal the identity of an individual) and, in all the circumstances, the public interest in maintaining the exemptions outweighs the public interest in disclosing the information for the reasons set out in this report.
WARDS AFFECTED:	N/A	

1 SUMMARY OF REPORT

- 1.1 This report seeks the Committee's approval to agree the salary package and undertake the selection and appointment to the post of Director of Policy, Programmes & Performance.

2 RECOMMENDATIONS

For the reasons set out in the report Appointments and Disciplinary Committee is recommended to:

- 2.1 Agree the salary package for the post of Director of Policy, Programmes & Performance £101,778-£105,820 plus a market supplement of £5,180 allowing a maximum salary of up to £111,000 per annum.
- 2.2 Undertake the selection for and agree an appointment to the post of Director of Policy, Programmes & Performance from the candidate(s) detailed in the Exempt/Part B appendices attached to this report.
- 2.3 Note that any appointment will be subject to the appointment notification process set out in section 3.3 of part 4J of the Council's Constitution (Staff Employment Procedure Rules).

3. BACKGROUND AND DETAILS

- 3.1 As a member of the council's senior management, the **Director of Policy, Programmes & Performance** 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** 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** 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.

Localism Act 2011 and Pay Policy

- 3.2 The Appointments & Disciplinary Committee established at the Annual Council Meeting in May 2022 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 provides that elected Members should be given an opportunity to vote before salary packages upon appointment at or above a specified threshold are offered. For these purposes, the specified threshold is currently £100,000 as set by Government.
- 3.3 As set out in the Council's Pay Policy Statement agreed by the Council on 1 March 2023 Director roles are placed on a grade and salary within the Croydon Chief Officer Grades 1 and 3 following evaluation of their post using the Hay job evaluation scheme with provision for incremental progression to the top spinal point of the grade. The Policy also provides that the salaries will be reviewed in line with national awards as determined by the JNC for Local Authority Chief Executives. The salary scale for the Director of Policy, Programmes & Performance is Director Grade 1 £101,778-£105,820.

A market supplement of £5,180 is recommended for this role allowing for a maximum salary of up to £111,000 per annum.

- 3.4** Under these arrangements the Director of Policy, Programmes & Performance would receive a salary package which would engage the Committee's discretion in accordance with the delegation set out in paragraph 1.3 above and therefore a decision is required by the Committee to appoint at this pay level.
- 3.5** The Council's Staff Employment Procedure Rules at Part 4.J of the Constitution provide for a notification process to ensure that the Mayor 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

4. ALTERNATIVE OPTIONS CONSIDERED

- 4.1** 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 a sustainable or viable option as there is a need to maintain a stable management team.

5. CONSULTATION

- 5.1** The recruitment campaign and assessment and selection process included advertising on both Croydon's internal and external job sites, Local Government Jobs, and LinkedIn. We also had exposure on 'Indeed' as they lift and promote our roles free of charge.

6. IMPLICATIONS

6.1 FINANCIAL IMPLICATIONS

There are no specific financial implications arising from this recruitment as salary costs and the associated on-costs will be met from existing budget within the Assistant Chief Executive Directorate.

6.2 Risks

The failure to recruit the right candidate is always a risk and may result in further costs to recruit should this happen. There are broader operational and delivery implications, particularly with savings targets and other Directorate responsibilities.

- 6.3** Comments approved by Allister Bannin, Director of Finance (Deputy s151 Officer) (04/07/23)

7. LEGAL IMPLICATIONS

- 7.1** Under section 112 of the Local Government Act 1972, 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.

- 7.2** However, under section 40 of the Localism Act 2011, the Council must have regard to guidance issued by the Secretary of State when preparing and approving its pay policy statement. The Guidance entitled “Openness and accountability in local pay; guidance under section 40 of the Localism Act” provides “full council, or a meeting of members should be offered the opportunity to vote before large salary packages are offered in respect of a new appointment. The Secretary of State considers that £100,000 is the right level for that threshold to be set”.
- 7.3** Under section 41 of the Localism Act 2011, the Council must comply with its pay policy statement when making certain determinations relating to remuneration. The Council must also comply with its obligations under regulation 10 of the Accounts and Audit Regulations 2015 and the Local Government Transparency Code.
- 7.4** The Council’s pay policy statement provides that “The Appointments and Disciplinary Committee has delegated responsibility for approving appointments and decisions about remuneration packages for new appointments of £100,000 or more per year in accordance with the Localism Act 2011.”
- 7.5** It provides that “Corporate Directors and Directors are paid salaries aligned to the Croydon Chief Officer grades, as set out in Appendix 1a, with provision for annual incremental progression to the top of the grade. Salaries are reviewed in line with the national awards, as determined by the JNC for Local Authority Chief Executives and Chief Officers.
- 7.6** It also makes provision for the use of market supplements, as approved by the Chief People Officer and Chief Executive in accordance with the Council’s market supplement policy, to recruit and retain employees.
- 7.7** Further, the Council’s pay policy statement provides that “market supplements will, when added to basic pay, not normally exceed 10% of base pay but by formal exception may be up to 20% of base pay. Any market supplement for the Chief Executive and Chief Officers will be recommended by the Chief People Officer and Chief Executive and determined by the Appointments and Disciplinary Committee”.
- 7.8** Staff Employment Procedure Rules at Part 4.J of the Constitution provides for a notification process to ensure that the Mayor and any other Cabinet Members have no material or well-founded objections to the offer of appointment and this process must take place before an offer of appointment can be made.
- 7.9** *Approved by:* Looqman Desai, Deputy Monitoring Officer for and on behalf of Stephen Lawrence-Orumwense the Director Legal Services and Monitoring Officer 03/07/23.

8. EQUALITIES IMPLICATIONS

- 8.1** The posts are senior posts within the Council, therefore post holders will have due regard to the Public Sector Equality Duties (PSED) as detailed:
- (i) Eliminate unlawful discrimination, harassment and victimisation
 - (ii) advance equality of opportunity between people who share a protected characteristic and those who don't.
 - (iii) foster or encourage good relations between people who share a protected characteristic and those who don't.

- 8.2** Senior members of staff are also responsible for the deliverables of the Equality Strategy 2020 -2024 within their service area. This includes: ensuring that every strategy, delivery plan and staff appraisal has an equality objective linked to it.
- 8.3** As a member of the management team, the post holder will also have responsibility for the implementation of the Equality Strategy 2020- 2026 which includes the standards of the Chief Executive for London Council's Tackling Racial Injustice programme. This includes ensuring that both equality and race have measurable actions on personal development plans for the post holder.
- 8.4** The post holder will be requested to share equality monitoring data when in post.
- 8.5** Comments approved by: Denise McCausland, Equalities Programme Manager (Date: 04/07/23)

9. HUMAN RESOURCES IMPLICATIONS

- 9.1** There are no additional human resources impacts beyond those described in the body of the report..
- 9.2** Comments approved by Dean Shoesmith, Chief People Officer (Date: 4/7/2023)

CONTACT OFFICER: Katie Wallace, Head of Recruitment

APPENDICES TO THIS REPORT

Appendix 1: Candidate Application Pack, containing Role Profile

Exempt/Part B Appendices none

BACKGROUND DOCUMENTS: none

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CANDIDATE BRIEFING PACK

**Director of Policy, Programmes &
Performance**

London Borough of Croydon

April 2023

CROYDON
www.croydon.gov.uk

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Welcome letter

Thank you for thinking about joining us at Croydon Council. This is truly an opportunity not to be missed.

As you will already know, Croydon has faced significant challenges over the past 2 years, in terms of the Council's financial crisis, and some well-publicised service and governance failures.

We need an outstanding individual to join us to help lead the strategy, policy and performance functions across the whole council. The successful candidate will hold key relationships with the NHS and voluntary sector as well as leading on technical functions such as programme delivery and elections.

We are looking for someone who has the right skills and experience, but most importantly who also shares our values, and our commitment to Croydon and its people to make this Council the best organisation it can be.

Turning the Council round will be hard but fulfilling work; you will face challenges and Croydon will test every part of your experience and knowledge to date, but if you are the person we are looking for, this is exactly the opportunity you will relish.

You will not be on your own in this challenge. You will be joining a strong, supportive, and values driven team of senior staff, all helping to rebuild the Council: its finances, its governance, its culture, and its services. The financial challenge is steep, but we are already making serious progress, with a clear three-year financial strategy in place. There is a new political administration focused on delivering the 'Mayor's Business Plan', a shared commitment to the task ahead, and to putting Croydon's people first.

Croydon is a fantastic place; a vital part of London's growth story with a strong identity in its own right, and this is a rare chance to make genuine change in a place of great opportunity. It's a once-in-a-career moment, to join us at a time when your impact will be felt the most.

We are building an organisation in which talented, clear-sighted, and committed individuals with a strong public service ethos thrive, and are building that supportive, inclusive, and accountable culture which will be so important to getting the Council back on track. We also want to rebuild the relationship with the people of Croydon and most importantly earn their trust again, which has been shattered by the financial and governance failures of the past.

This is a values-led organisation where people care passionately about fairness, inclusion, tackling inequality, and making Croydon better for the people who live here. The next few years will be tough, but with the right team working together, they will also be immensely fulfilling.

Executive Mayor Jason Perry

Katherine Kerswell, Chief Executive

About us

As one of London's largest and most diverse boroughs, Croydon is a fantastic place to live, work and spend time, with all the benefits of close proximity to the rest of London and the southeast.

Our borough is made up of diverse communities that stretch from Crystal Palace to Coulsdon and from New Addington to Purley; with bustling district centres and over 120 green spaces that link us together and an urban town at its centre. One of London's largest commercial districts outside the centre, Croydon is a major hub for shoppers, workers and visitors; its excellent transport links include the iconic trams. The borough has a richly diverse cultural scene and is known as the birthplace of music genres from punk to dubstep and the home of grime legend Stormzy.

Croydon's greatest strength is its people. London's most populous borough, Croydon is home to 398,800 (Census, 2021). Caring, passionate and principled, they take huge pride in coming together to improve their borough and help their communities.

Croydon is also home to more than 90,275 people aged under 18 (Census 2021) – more young people than anywhere else in London. We are incredibly proud of them and committed to them and their futures. We look after more vulnerable children and young people than any other council in London; caring for them is a privilege and a priority, and our children's services are rated 'good' by Ofsted.

Over the past decade we have seen huge investment, regeneration and growth in our borough. Croydon remains an attractive and important part of London for ongoing growth and investment – growth from which we want to see all our communities' benefit. However, the impact of our financial challenges mean we must focus on the needs our residents are facing today, regain their trust following the financial and governance crisis at the council and make sure we are a financially sustainable council by 2026.

Croydon Council

Croydon Council is two years into one of the most significant and fast-paced transformational programmes in local government today. The 'Mayor's Business Plan' sets out how we must change as an organisation to provide the good quality core services and value for money our residents and businesses expect. We must do less and do it better.

Delivering the Executive Mayor's Plan will require a new relationship with our partners as well as local residents.

There is a huge amount of change underway and most importantly, we want to involve staff, residents and all our partners in the decisions we make and be open in everything we do. Our passionate and committed workforce is our greatest asset; our partners are our most valued colleagues. We look forward to continuing to work with them as we build the council for Croydon's future.

Advertisement

Setting strategic direction.

Director of Policy, Programmes & Performance, up to £111K

We have an exciting opportunity to join the senior leadership team at Croydon Council as we continue delivering our significant improvement plan. Our challenges have been well reported. However, these challenges do not define us, they drive us.

We are the largest borough in London, serving 400,000 residents from a diverse community. In 2022, Croydon elected its first Mayor, providing a strong democratic mandate for local leadership. We are the London Borough of Culture in 2023, delivering an exciting programme of diverse and inclusive cultural events. We are delivering change and transformation across our organisation. We are transforming Croydon Council to deliver better outcomes with our residents and partners

About the role

As our Director of Policy, Programmes & Performance, you will work across the organisation influencing our future direction well beyond any direct service responsibilities. You will collaborate with the elected Executive Mayor, Lead Members, Chief Executive, Corporate Directors and others to communicate and deliver the 'Mayor's Business Plan' and priorities, Equality Strategy and Croydon Transformation Plan, all within a financially sustainable budget.

We are looking for someone that is:

- comfortable offering both support and challenge at a senior level
- a keen strategist, able to identify, implement and advise on potential solutions to challenges
- a leading advisor to elected Members on corporate policy and communications
- passionate about the improvement that we can achieve at Croydon

If you would like an informal discussion about this unique opportunity, please contact Elaine Jackson (Assistant Chief Executive) on 020 8726 6000 (Ext22627).

Croydon Council is an inclusive employer and welcomes applications from all sections of the community. We are happy to consider applications from candidates seeking flexible working arrangements.

As users of the disability confident scheme, we guarantee to interview all disabled applicants who meet the minimum criteria for the advertised role. We're committed to safeguarding and promoting the welfare of children and vulnerable adults, and we expect every member of our team to share this commitment.

Job description

Job title: Director of Policy, Programmes & Performance	Service Area: Policy, Programmes & Performance Management	
Directorate: Assistant Chief Executive	Post Number 1021286 From Oracle	Evaluation Number: From JE system
Grade: 1	Date issued: February 2023	

Croydon Council's priorities

The Council balances its books, listens to residents and delivers good sustainable services

- Get a grip on the finances and make the council financially sustainable
- Become a council which listens to, respects and works in partnership with Croydon's diverse communities and businesses
- Strengthen collaboration and joint working with partner organisations and the voluntary, community and faith sectors
- Ensure good governance is embedded and adopt best practice
- Develop our workforce to deliver in a manner that respects the diversity of our communities

Croydon is a place of opportunity for business, earning and learning

Children and young people in Croydon have the chance to thrive, learn and fulfil their potential

Croydon is a cleaner, safer and healthier place, a borough we're proud to call home

People can lead healthier and independent lives for longer

Overall purpose of role

As a member of the council's senior management, the **Director of Policy, Programmes & Performance** 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 communicate and deliver the Mayor's Business Plan, Croydon Transformation Plan, the council's priorities and a financially sustainable budget.

The **Director of Policy, Programmes & Performance** 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** will work with the Head of Communication & Engagement to develop and deliver a strategic communication strategy, raising awareness of the priorities and achievements of the council.

The **Director of Policy, Programmes & Performance** will provide high quality professional advice to the Assistant Chief Executive, the Chief Executive, Mayor 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

Direct reports:

- Head of Programmes & Performance
- Head of Strategy & Policy
- Head of Communications & Engagement
- Head of Elections

Responsible for:

- head of profession for programme and project management
- corporate policy and strategy advice to members
- communications and engagement (internal and external)
- programme management office
- business intelligence & performance management
- support to the Executive Mayor and Cabinet
- voluntary sector relationships
- elections and electoral registration
- relationship with the local strategic partnership (or successor body/ies 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 fulfil the seven principles of public life (also known as the Nolan Principles).

1.1 Selflessness

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

1.2 Integrity

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

1.3 Objectivity

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

1.4 Accountability

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

1.5 Openness

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

1.6 Honesty

Holders of public office should be truthful.

1.7 Leadership

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

The post holder has line management responsibility for four 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 circa £6m 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 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 Executive Mayor 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 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 deliver an effective communication and engagement function, against an agreed strategic communication strategy agreed with the Executive Mayor and Corporate management Team.

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 (or successor body/ies) 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 Mayor's Business Plan, Croydon Transformation and other Improvement Plans.

To deliver a corporate programme management function to support the delivery of the Mayor's Business Plan, Croydon Transformation and other Improvement Plans.

To deliver an effective and efficient support function to the Executive Mayor 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 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.

Person specification

Specific Minimum Qualifications and Expertise

Qualifications:

- A professional or management qualification or educated to degree level or demonstrable equivalent experience.

Experience:

- Extensive experience of leading strategy functions, project teams, policy initiatives and implementing change with a wide range of partners in a political environment.
- A successful track record and background of consistent achievement at senior management level in a large complex organisation.
- Demonstrable experience of successful evidence driven campaigning
- Proven record of designing and delivering alternative service delivery models to realise efficiency savings and improve outcomes.
- Significant experience of programme and project management at an organisational level
- Demonstrable experience of managing and delivering major change projects and programmes that delivered service improvement, increased efficiencies and cultural change in large and complex organisations.
- Experience in the formulation of policy, analysis, advice and implementation to Members and Corporate Leadership.
- Experience of working in partnership with a wide range of internal and external partners / bodies including statutory bodies and organisations, codesigning across systems to deliver improved outcomes for residents in constrained financial circumstances.
- Experience of working with the voluntary, community and faith sector to develop and deliver against agreed outcomes

Knowledge and Skills:

- Detailed and up to date knowledge of local authority functions, structure and processes, including the legal, financial and decision-making frameworks.
- Expertise in providing strategic advice within a political environment, with strong political awareness and knowledge.
- An enabler, with the ability to manage a wide range of complex issues and agendas at the same time and drive change through influence and diplomacy.
- Well-developed negotiation, diplomatic and mediation skills within a context of complexity and ambiguity to influence service delivery outcomes and deliver Administration priorities.
- Current understanding of the legislation relating to public sector communications and consultation
- Understanding of strategic planning in a multi-functional organisation
- Understanding of the issues related to equality, diversity, inclusion the requirements of the Equality Act and Public Sector Equality Duty

- High level of communication skills to persuade and engage audiences and form positive relationships at all levels (internally and externally).
- Role models positive inclusive leadership and is visible in doing so, providing staff with a clear leadership, clarity of objectives and a clear sense of direction in line with the councils values.
- Creativity and imagination in seeing new approaches, painting the vision, overcoming obstacles, and showing that ambitious goals can be achieved.
- Commercial awareness and approach, recognising the importance of value for money in all Council activity.
- The ability to move at pace and motivate others whilst anticipating and balancing risk.
- Ability to work collaboratively with partners, obtaining the trust of a wide range of individuals and organisations, working as part of a multi-function teams
- An enthusiastic and effective ambassador for Croydon Council with a strong commitment to improving its delivery of services to meet the needs of its diverse community.

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 partners 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 partners, 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.



Recruitment Process

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

Activity	Date
Closing Date	Friday 23 June 2023
Longlist Meeting	Week commencing 29 June 2023
Preliminary Interviews & 1-2-1 with Assistant Chief Executive	Week commencing 29 June 2023
Shortlist Meeting	Week commencing 3 July 2023
Final Panel Interviews	Week commencing 17 July 2023

By virtue of paragraph(s) 1, 2 of Part 1 of Schedule 12A
of the Local Government Act 1972.

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