

Transition Plan to Proposed New Structure April 22

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

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5.	Croydon Renewal Plan	- Allocate responsibility for the delivery of the Croydon Renewal Plan	- Responsibility sits with Assistant Chief Executive	High	Completed
6.	Capitalisation Direction	- Allocate leadership for the effective use of the capitalisation direction received from MHCLG	- Responsibility sits with Corporate Director of Resources & 151	High	Completed
7.	Finance Review 75	- To support the 75 recommendations from the Finance Review & outcomes of forensic review of the council's financial services (once completed)	- The majority of these will be closed in April and the remainder homed within the relevant service as part of bau	High	Completed
8.	Internal Audit & Anti-fraud	- Explore partnering relationship with South-West London Partnership in regard to internal audit & anti-fraud to increase existing resilience	- This work has not started yet and target date for this needs to be set	High	Not started
9.	Internal Audit	- Interim arrangement for above is for Mazars to deliver the Head of Internal Audit function reporting to Corporate Director for Resources	- Existing arrangements are continuing in light of item 8 above	High	Amber
10.	Anti-Fraud	- Interim arrangement for above is for the insurance and risk function to manage anti-fraud team	- A long-term resolution to be identified as part of work detailed in item 8 above	High	Amber
11.	Internal Controls	- Council's overall internal control and compliance to be reviewed and a new system implemented	- New system proposed, 50% of Boards in place with the remaining being rolled out during first quarter 2022	High	Amber
12.	Deputy Director of Finance/151	- Director of Finance & Deputy S151 to become a permanent deputy role	- Role established currently being covered by interim solution	High	Amber
13.	Head of Finance - Treasury	- Dedicated corporate treasury Head of Finance introduced		High	Completed
14.	Commissioning & Procurement	- Review of Commissioning & Procurement completed, and outcomes actioned and implemented – to include procurement governance, buying and a function delivering tenders for the organisation & market assessments	- New structures in place will need to be reviewed during 22/23 to assure that is it working	High	Completed
15.	Head of Procurement	- A dedicated Head of Procurement proposed to be established – see item 14 above	- Role in place and recruited to	High	Completed

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

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

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37.	Head of Profession	- Director of Service Quality, Improvement & Inclusion, this post will form part of CMT	- Some aspects of role now with Chief People Officer and remaining sit with Director Policy, Programmes & Partnerships	High	Completed
38.	Organisation Development	- Service quality, productivity & inclusion remain fundamental elements of the CRP whose effective/efficient implementation is foundational for effective culture change and achieving a more disciplined approach to internal control	- Culture change programme work underway, Service Plans being drawn up. Workforce/People strategy needs to be developed to address more strategic issues	High	
39.	Creating a safe culture	- Embedding of the Guardian Scheme	- In place and working, ready for further promotion of scheme	High	Completed
40.	Whistleblowing	- Improvement to the Whistleblowing process completed	- Review now complete and staff training taking place	High	Completed
41.	Head of Profession	- Director of Service Quality, Improvement & Inclusion is designated as head of profession for service quality, productivity, & improvement	- n/a	High	Completed
42.	Learning and Organisation Development	- Head of Learning & Development report to the Director of Service Quality, Improvement & Inclusion	- Reporting to Chief People Officer	High	Completed
43.	Currently sits in Policy, Performance & Partnership with Gavin Handford	- Policy resources for equalities to move across to Director of Service Quality, Improvement & Inclusion	- Reports to Director Policy, Programmes & Partnerships	High	Completed
44.	Head of Comms & Engagement	- Head of Communication & engagement to report to the Director of Service Quality, Improvement & Inclusion	- Director Policy, Programmes & Partnerships	High	Completed
45.	Equality Policy & Strategy	- Assumes responsibility for the council's Equality Policy & Strategy	- Director Policy, Programmes & Partnerships	High	Completed
46.	Council Vision & Values	- Director of Service Quality, Improvement & Inclusion will also be responsible for refreshing the Council's vision, and values through wide ranging staff engagement process	- Chief People Officer & Director Policy, Programmes & Partnerships	High	Completed

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47.	Funding for VCS sector & relationship with the LSP	- Funding for VCS sector & relationship with the LSP to sit within Policy, Programmes and Performance divisions	- Completed	High	Completed
Adult Social Care:					
48.	Health & Well-being & Adults	- Amend Directorate name to Adult Social Care & Health	- Completed	High	Completed
49.	Health & Well-being & Adults	- Adult Social Care & Health directorate retains the existing adult social care functions	- Completed	High	Completed
50.	Adult Social Care & Health expenditure	- Need to address “high-cost base of expenditure on adult services” & a “structural deficit in expenditure and rebalance the comparative costs of services with other Councils” (as part of the MTFS Strategy)	- Adult Social Care Strategy agreed - New Adult Board responsible for monitoring delivery	High	
51.	Placement Expenditure	- Services will focus on “reviewing all its expenditures on placement and its thresholds of access into the care system to bring Croydon’s expenditure into line more with the London average”	- Work commenced but not completed	High	
52.	Transition Services	- Service to move from Children’s & Young People to adult disability services”	- Completed	High	Completed
53.	Localities Programme	- This directorate will complete the delivery of the ‘localities programme’ and continue integration with local NHS colleagues, however, the localities approach will not apply to other parts of the Council	- In place and work across Council now ceased	High	Completed
54.	Gateway Services	- Adult Support services, commissioning of rough sleeping services, appointee-ships and deputyships, front door team and financial assessment will be relocated into this Directorate	- Completed	High	Completed
55.	Commissioning	- Once the review of the Council’s Commissioning & Procurement service is completed – commissioning resources will be relocated into this Directorate and report to Director for Adult Social Care Policy & Improvement	- Completed	High	Completed

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56.	Commissioning	- Consider resource capacity and job levels once team established	- Team relocated but capacity needs to be reviewed.	High	
57.	Head of Profession	- Director for Adult Social Care Policy & Improvement is designated as head of profession for commissioning & procurement	- Completed	High	Completed
58.	Deputy Director Adult Social Care	- Director of Adult Social Care Operations is to be designated as Deputy DASS - i.e. Deputy Director of Adult Social Care	- Completed	High	Completed
Children, Young People & Education:					
59.	Children Family & Education	- Children Family & Education to become Children, Young People & Education	- Completed	High	Completed
60.	Children Young People & Education expenditure	- CYPE improvement activity to continue alongside the work to reframe its expenditure more in line with the London average	- MTFs programmes in place with Directorate working on longer term transformation plans	High	
61.	Director of Quality, Policy & Performance	- Director of Quality, Policy & Performance is to be made permanent	- Completed	High	Completed
62.	SEND	- Implement the SEND Strategy	- Work started and regular update to Children's Improvement Board	High	
63.	Access to Education	- Head of Access to Education roles – to be expanded to bring together school standards and leadership of the virtual school	- DJ to provide a position statement	High	
64.	Education to include colleges	- Remit of the Education division is expanded to include colleges	- Completed	High	
65.	Education Partnership	- An education partnership is being developed between all educational providers across the borough	- DJ to provide a position statement	High	
66.	Children Young People & Education	- CALAT is to be moved to the sustainable Communities, Regeneration & Economic Recovery Directorate to refocus its approach on skills for employment post pandemic	- Completed	High	Completed
67.	Commissioning	- Once the review of the Council's Commissioning & Procurement service is completed – commissioning resources will be relocated into this Directorate	- Completed	High	Completed

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68.	Commissioning	- Consider resource capacity and job levels once team established	- Team relocated but capacity needs to be reviewed.	High	
69.	Workforce Development	- Workforce Development is to be incorporated into the Principal Social Worker role	- Completed	High	Completed
70.	Adolescent Services	- Adolescent Services is to be moved to the Head of Advice, Support & Intervention	- Completed	High	Completed
Sustainable Communities, Regeneration & Economic Recovery:					
71.	Place	- Create a new Directorate of Sustainable Communities, Regeneration & Economic Recovery	- Completed	High	Completed
72.	Planning	- New division of Planning, Sustainable Regeneration	- Completed	High	Completed
73.	Planning	- New Division at point 71 above to be the homes of planning, growth, regeneration, economic recovery services & CALAT	- Completed	High	Completed
74.	Libraries	- Council library service will be led from Culture & Community Safety division	- Completed	High	Completed
75.	Head of Profession	- Director of Sustainable Communities is designated head of professions for resident voice	- Completed	High	Completed
76.	Commissioning	- Once the "review of the Council's Commissioning & Procurement service is completed – commissioning resources may be relocated into this Directorate"	- Completed	High	Completed
76.	Director Culture Community Safety	- A new director of Culture & Community Safety is proposed	- Completed	High	Completed
Housing:					
77.	New Directorate establishes	- New Housing Directorate created	- Completed	High	Completed
78.	Commissioning	- Once the "review of the Council's Commissioning & Procurement service is completed – commissioning resources may be relocated into this Directorate"	- Completed	High	Completed
79.	Potential to review need for single directorate	- Review the need for an independent Housing Directorate after 18 months (Dec 2022) or once	- Not yet implemented – as its not yet 18 months	High	

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		the housing plan has delivered 'most' of its milestones			
Commissioning & Procurement:					
80.	Commissioning & Procurement Division	- Commissioning & Procurement Division to be deleted	- Completed	High	Completed
81.	Procurement	- A corporate procurement role should exist in the Resources Directorate (reference points 14 & 15 above)	- Completed	High	Completed
82.	Commissioning & Procurement Review	- There is a need for the Commissioning & Procurement Review to conclude so heads of service and staff in this division are notified about the outcomes – including any impact on posts	- Completed	High	Completed
83.	Head of Service Procurement	- Head of service procurement x1 post to be retained in the Resource Directorate	- Completed	High	Completed
84.	Commissioning Roles	- Commissioning and other brokerage roles are to be moved closer to service delivery in relevant Directorates	- Completed	High	Completed
85.	Council Structure	- Council Structure to be updated with new commissioning procurement structure once review is completed	- Completed	High	Completed
Other Actions:					
86.	Community Equipment Services	- Community Equipment service to be moved to report to the Director of Adult Social Care Operations	- Completed move but there is an ongoing review of the business case	High	
87.	Further Organisation Redesign work	- Review of management capacity & possible restructure autumn 2023	- Not yet due	Med	
88.	CMT standing members	- CMT will have a core members & standing member with other staff able to request items be added to the Agenda or attend CMT for discussion	- Completed	High	Completed
89.	CMT Papers shared	- All core members of CMT and all Directors to receive weekly copies of CMT meeting papers – to build understanding and for openness & transparency	- Completed	High	Completed

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90.	Routine cascade of information	- CMT/Directors will be expected to cascade information down through their management meetings and onto divisional meetings	- Structures in place to do this (temperature check suggested)	High	Completed
91.	Staff Networks	- Each member of CMT will take on a lead role for one of the Staff Networks and will champion their work	- Devolved to Directors but CMT attend all Tea Talks and oversee actions	High	Completed
92.	CMT & Members to work together to champion Networks	- Regarding the above point 91 above CMT champions can work with Member Champions	- To be reviewed post Elections	Med	
93.	Shadow CMT	- A shadow CMT team to be developed made up of front line/nonmanagement staff across the council. This will be like non-executive directors	- Terms of reference developed - Process in place to allow receipt of papers	Med	
94.	Shadow CMT	- Regarding point above the shadow CMT will be provided with papers and hold shadow meetings like CMT. Of their number will attend CMT weekly to offer their views and conclusions. Attendance to CMT will circulate amongst the group.	- Once in place can be implemented	Med	
95.	Shadow CMT	- Membership will be for 3 months at a time	- Identify lead to ensure this process works	Med	
96.	Shadow CMT	- Training needs to be created and delivered to facilitate point 93 above	- Shadow CMT training created - Process for selecting shadow CMT members developed and approved - CMT training delivered - Resources for supporting the on-going administration in place & trained - Success of the process reviewed, and changes made as needed	Med	
97.	New shared language	- Adopt new shared language of describing activity & roles - New descriptions drafted and shared - 'Go Live' date notified	- Completed	High	Completed

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		<ul style="list-style-type: none"> - Admin to facilitate the change in descriptions/language rolled out and changes made to calendars etc - New language added to induction or on-boarding for new Directors, manager, and staff 			
98.	Head of Profession	<ul style="list-style-type: none"> - Head of profession roles needs to be scoped & defined in more details (ref pages 202/203) 	<ul style="list-style-type: none"> - Details have been built into JDs and those in post are aware of their responsibility. Some are actively scoping what this means for them and the role they are tasked with performing 	Med	
99.	Head of Profession	<ul style="list-style-type: none"> - Phasing and roll-out of “head of profession” to be agreed so as not to overload organisation (page 203 lists all of the affected roles) 		Med	
Members & Governance Arrangements:					
MGA1.	Constitution	<ul style="list-style-type: none"> - Relevant constitutional changes have been made and signed off in appropriate Council Comm by Members – including raising awareness of changes with relevant persons 		High	Completed
MGA2.	Member involvement	<ul style="list-style-type: none"> - Member Practises are involved in decision making processes and, where appropriate there are clear arrangements for delegating functions 	<ul style="list-style-type: none"> - Scheme of Delegation reviewed 	High	Completed
MGA3.	Member Development	<ul style="list-style-type: none"> - Appropriate Members training has been developed and scheduled to increase understanding of various roles and running meetings 	<ul style="list-style-type: none"> - Programme developed ready for post May Election 	High/Med	Completed
MGA4.	Member Development	<ul style="list-style-type: none"> - Appropriate training has been developed and scheduled to induct new Members 	<ul style="list-style-type: none"> - Completed 	Med	Completed
MGA5.	Member Communication	<ul style="list-style-type: none"> - Systems in place to effectively update Members on key work streams in an efficient and appropriate manner 	<ul style="list-style-type: none"> - Member bulletin in place and new ways of working have been developed for introduction in May 	High	Completed
MGA6.	Governance	<ul style="list-style-type: none"> - Meeting eco-system reviewed to ensure it is fit to meet strategic aims of Croydon Renewal Plan (CRP) 	<ul style="list-style-type: none"> - Introduction of new internal control boards but further work to be done to interface with Members 	High	

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MGA7.	Governance	- Chairs have a full understanding of their roles in governance structures, their responsibilities and powers and their roles of the meetings they lead	- Some Chairs to be appointed	High	
MGA8.	Statutory Officer Meetings	- Statutory Officer meetings to include S.151 Monitoring Officer & Head of Paid Services – i.e. Corporate Director Resources, Director of Legal Services and CEO respectively	- Completed	Med	Completed
MGA9.	Resident Feedback systems	- Systems and processes in place for monitoring and acting on resident feedback, particularly in identifying quality & safety issues/queries	- New complaints system in place but better use of data to fix services still needs to be embedded	High	
MGA 10.	Resident Feedback systems	- System and process to flag when the above is not working or not working efficiently/effectively	- Needs to be further developed	High	
MGA 11.	Constitution	- Accountability between Officers and Members practices is reflected in Council's constitution and other broader governance arrangements	- Completed	High	Completed
MGA 12.	Accountability	- System and processes in place to ensure and sustain 2-way accountability between Members – including Cabinet	- To be developed with Mayor	High/Med	
MGA 13.	Complaints Handling	- Arrangements for handling complaints raised with Croydon are compliant with statutory framework for complaint handling	- Complaint backlog being cleared but not yet fully compliant	High/Med	
MGA 14.	Committee Meetings	- Council facilitation of Committee meetings is in line with statutory guidelines	- Backlog of minutes being cleared, and new ways of working being introduced	High	
MGA 15.	Risk Management	- Governance arrangements in place to identify and manage different types of risk - including key risks to the delivery of the CRP	- Risk Management system now changed to include CMT oversight, DMT oversight and the new Internal Control Board will strengthen this further	High	
MGA 16.	Early warning signs of service failure	- Croydon has arrangements in place to proactively identify 'early warnings' of a failing services	- Performance Management data is being used correctly to identify service deterioration. The new Internal Control Board will strengthen this further	High	

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MGA 17.	Culture	- Croydon's approach to good governance reflects the Nolan Principles	- Nolan Principles are now embedded in all JDs and referenced as part of BAU.	Med	Completed
MGA 18.	GPAC/Scrutiny Review	- General Performance & Audit committee (GPAC) GPAC & Scrutiny & Overview Committee (SOC) ToR reviewed to clearly demarcate the roles of each body and to ensure that each body is being run in line with the principles of good governance	- Review completed by Centre for Governance, training has taken place - New independent Chair of GPAC recruited	High/Med	Completed
MGA 19.	Council Companies	- Governance approach adopted by the Council's subsidiary companies represent good governance best practice and that there are systems and processes in place to escalate short-comings to CMT and Members as needed	- New Internal Control Boards in place and the recommendations to CMT will identify whether this is strong enough and that escalation is working	Med	
MGA20.	Risk Management	- Risk management is properly understood across the Council and those responsible have a robust understanding of their roles and responsibilities and apply the principles efficiently and effectively	- New system in place with oversight from CMT and DMT	High/Med	Completed
MGA21.	Risk Management	- Systems and processes are in place at a Directorate level to periodically consider review risk, take actions to mitigate risks and escalate or provide periodic update to CMT and Members as needed	- New system in place which is being embedded. Review to take place during third quarter 22/23	High/Med	
MGA22.	Internal governance	- Appointment process and composition of internal governance arrangements and running of statutory meetings reflects nationally determined good practise, comply with relevant codes and competencies	- Newly implemented statutory meetings are working well but ongoing review will be necessary to ensure that they fulfilling the need as laid out in the aims.	High/Med	
Finance & Internal Control:					
FIC 1.	Finance/HR Data	- HR/Finance data reviewed, updated to reflect the new structure and establishment	- Completed	High	Completed

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FIC 2.	Finance/HR	- System and processes in place to ensure that HR/Finance data is updated periodically to reflect changes to the establishment	- New automated system now in place	High/Med	Completed
FIC3.	Contracts	- Contracts pipeline reviewed with efficiencies and savings identified and actioned as appropriate	- New contracting database now established	Med	Completed
FIC4.	Finance Team	- Croydon Finance team is properly resourced to ensure the necessary capacity to deliver business critical duties and conduct due diligence around 'financial controls' to protect the Council's financial position	- Corporate Director of Resources reviewing capacity of team	High/Med	
FIC5.	Contract Performance	- Effective systems in place to track performance of Tier 1 contract providers	- In place using manual data collection but plan to automate in the near future moving to Oxygene	Med	
FIC6.	Financial Management	- Ensure Croydon has the following standard financial management arrangements in place, and they are running effectively: <ul style="list-style-type: none"> • Internal audit • External audit • Financial report through financial spine • Standing Orders/Standing financial instructions – along with systems and process to keep them updated • Committee structure including management and audit • Counter fraud arrangements - that are reviewed and updated periodically • Accounts payable and receivable, cash fixed assets • Payroll and banking facilities – and systems and processes to update information when needed • IR35 processes 	- To be reviewed by incoming Corporate Director of Resources	High/Med	
FIC7	Financial Management	- Mechanisms to effectively monitor financial performance in place with arrangements to regularly go to CMT and Members	- Monthly reporting to CMT and Cabinet now in place	High	Completed

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FIC8.	Financial Management	- Appropriate processes in place to regulate spending on staff	- Monthly reporting in place - Expenses Audit - Spending Control Panel	High	Completed
FIC9.	Financial Management	- Full compliance with internal control processes across all staff achieved	- Audit focused meetings taking place which is identify key areas for improvement	High/Med	
Recruitment:					
R1.	Senior Recruitment	- Council has permanent CMT in place to lead organisation	- Head of CYPE to be appointed	High/Med	
R2.	New structure	- Council has undertaken process to implement organisations restructure including Heads of Service	- Completed	High	Completed
R3.	Recruitment	- Council has effective process in place to regulate recruitment process	- Spending Control Panel in place	High/Med	Completed
R4.	Recruitment	- Council has a recruitment process that aligns with the Council's priorities including the promotion of Equality, Diversity & Inclusion	- Blind application in place - Diverse panels now operating - Data monitoring now available	High	Completed
R5.	Shadow CMT	- Process for recruiting, inducting and supporting 'shadow CMT'	- To be developed	Med	
Improvement, Performance & Monitoring:					
IPM1.	Performance Monitoring	- Council has identified and implemented effective regular monitoring controls of key work across services & these are being reported regularly to CMT & Cabinet	- Monthly reporting to CMT - Bi-monthly reporting to Cabinet - New Internal Control Board will further strengthen process	High/Med	Completed
IM2	Report in Public Interest	- Key actions arising from Report in the Public Interest (RIPI) Action Plan have been implemented (in full)	- Some actions still outstanding but reporting to Cabinet is taking place and tracking of activity is overseen by CMT. - Further assurance that actions are embedded to be carried out by Internal Audit	High/Med	
IM3	Digital projects	- Clear direction for prioritisation and delivery of digital projects is available and shared	- Priority set by CMT and programmes of work agreed. - Strategic digital activity is to be identified and agreed	High	

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IM4	Savings system tracker	- Council to have in place an accurate and maintained budget tracker to track & showcase efficiencies or savings	- Currently using a triangulation of Finance/PMO and Performance to ensure information is accurate. The base systems are excel and LBC tracker. This is part of an overall improvement programme to further embed Oracle and align to project management software that is being reviewed	High	
IM5	Business Case Development	- There is an agreed process/system for creation and approval of business cases communicated to relevant Managers and it is properly embedded	- Forms and process developed by PMO. - Further work to establish that this is embedded and sufficient. - This process will be strengthened through the new Internal Control Board	High/Med	
IM6	Housing Improvement	- Croydon have a clear direction, action plan and monitoring arrangements to achieve improvements in Housing	- Plan in place and agreed but ongoing work to embed the agreed actions	High	
Culture & Communication:					
CC1.	Environmental sustainability	- Croydon demonstrates commitment to promoting and embedding environmental sustainability	- Cabinet have agreed Climate Action Plan now ongoing work to deliver		
CC2.	Equality Diversity & Inclusion	- Croydon is clearly committed to driving Equality, Diversity & Inclusion within the organisation and wider community with clear direction of travel	- Equality Strategy in place - Equality Pledges agreed for the Council and the Community - EDI board in place co-chaired by CEO and Head of L& OD. - Network groups in place - Guardian programme supporting the agenda to ensure inclusivity -	High/Med	
CC3.	Equality Diversity & Inclusion	- Croydon is able to demonstrate that its planning & priority setting process is both inclusive & transparent	- A full EQIA review has taken place against priorities and MTFS	High/Med	Completed

Transition Plan to Proposed New Structure April 22

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

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

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