

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

SUMMARY OF REPORT:

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

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

COUNCIL PRIORITIES 2020-2024

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

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

FINANCIAL IMPACT:

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

RECOMMENDATIONS:

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

1. DETAILS

1.1. Background

- 1.1.1. The Council agreed a new senior staffing structure which was implemented on 1 November 2021, applying the provisions of the council's restructure and reorganisation procedure. Senior staff were assimilated and matched by ring fencing interviews into roles in the new senior structure, with appeal rights duly observed. Following this, plans were put in place to recruit to nine vacant roles, as set out in the table below. The council completed a competitive tendering process with three potential providers to appoint an executive search agent. The contract was awarded to Penna who best met the contract requirements in terms of quality and cost, including the approach to equality, diversity and inclusion.
- 1.1.2. In accordance with the council's recruitment policy and equality, diversity and inclusion best practice, the council committed to ensuring diverse selection panels for all appointments, including for stakeholder panels and final interview panels.
- 1.1.3. The appointment of the Chief Executive recruitment process had been previously completed with the final panel on 25 May 2021. The executive search agent appointed to support the council with the recruitment campaign was Gatenby Sanderson. A fully open, competitive process was completed in accordance with the council's recruitment policy with full consideration of equality, diversity and inclusion. The candidates met cross-party panels as well as members of the Local Strategic Partnership prior to final Appointments Committee members interview panel.
- 1.1.4. Recruitment advertising went live on 4 November 2021 and closed on 28th November 2021 for the Corporate Directors and the Chief People Officer, and Wednesday 8 December 2021 for the Director roles shown in the table below.

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

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

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

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

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

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

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

1.2 Focus on diversity and inclusion

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

1.3 Adopting an inclusive, best practice, assessment approach

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

The details of the technical assessors are set out below.

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

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

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

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

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

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

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

1.5 Appointment outcomes

1.5.1 The appointment outcomes are provided in the table below.

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

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

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

2 CONSULTATION

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

3 FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

3.4 Revenue and Capital consequences of report recommendations

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

Approved by: Matt Davis for Director of Finance

4 LEGAL CONSIDERATIONS

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

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

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

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

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

5 HUMAN RESOURCES IMPACT

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

5.5 Approved by: Dean Shoesmith, Chief People Officer

6 EQUALITIES IMPACT

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

6.5 Approved by: Dean Shoesmith, Chief People Officer

7 DATA PROTECTION IMPLICATIONS

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

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

Approved by: Dean Shoesmith, Chief People Officer

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APPENDICES TO THIS REPORT

Appendix 1 - protected characteristic equalities information

BACKGROUND DOCUMENTS: *None*