

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

SUMMARY OF REPORT:

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

POLICY CONTEXT

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

The new priorities

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

We will focus on tackling ingrained inequality and poverty in the borough.

We will follow the evidence to tackle the underlying causes of inequality and hardship, like structural racism, environmental injustice and economic injustice.

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

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

The new ways of working

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

We will focus on what we, uniquely, can do as the local authority as the democratically elected leaders of our borough. This means we will focus on our core services, and a small number of evidence-based outcomes that deliver our priorities.

But we will also continue to use our democratic mandate to convene our partners around a common purpose and to make a clear case for a better deal for Croydon.

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

We will involve residents in our decision making. But we will also need to be clear with residents about what we can do, and what we can't.

When we have to say no, we will do so with compassion and take the time to explain our decisions.

FINANCIAL IMPACT:

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

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

1. RECOMMENDATIONS: Members are recommended to

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

2. EXECUTIVE SUMMARY

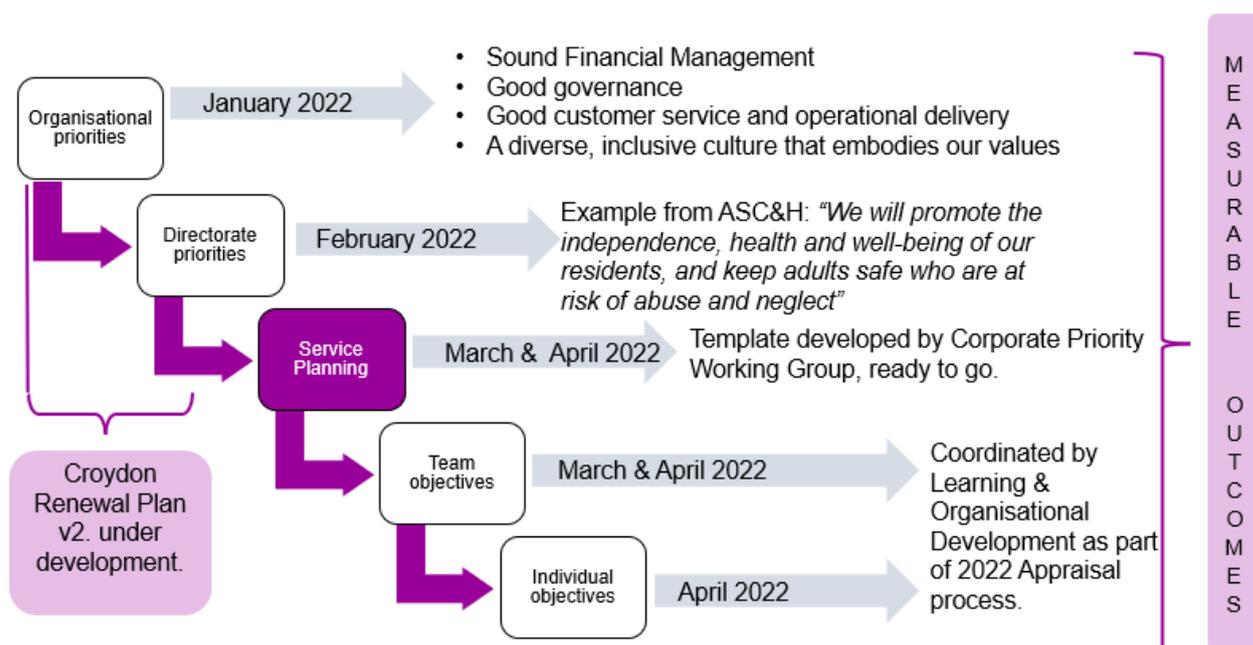
- 2.1 The purpose of this report is to provide members with a progress update on the implementation of the new organisational design and reporting structure for the three most senior management tiers at Croydon Council and the creation of 6 directorates, as set out in the report to the Appointments Committee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



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

3. PRINCIPLES OF THE NEW DESIGN

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



4. OPERATING DESIGN OF CROYDON COUNCIL

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

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

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

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

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

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

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

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

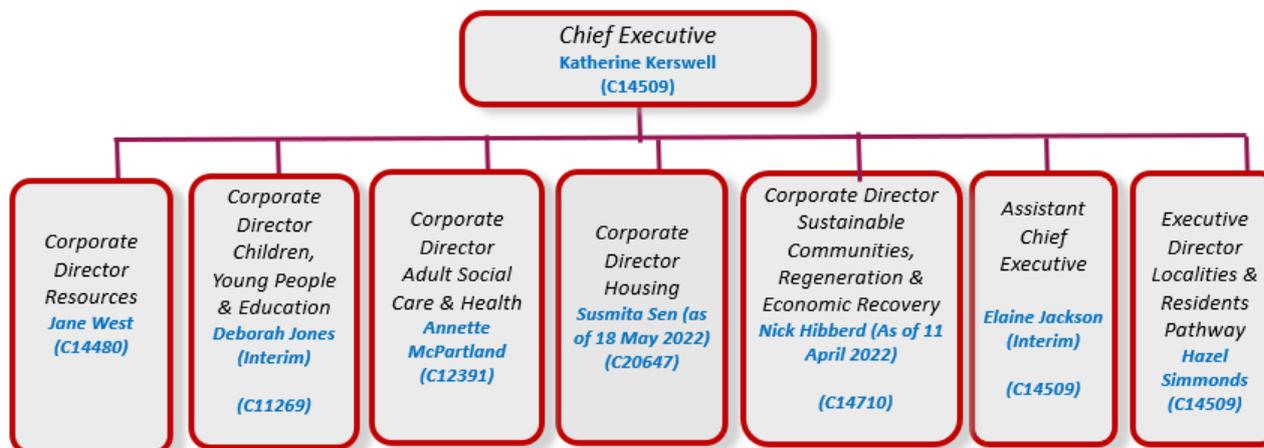
- 4.7 In respect of the Director of Finance post, two candidates were interviewed but neither were considered appropriate within the Croydon context at this time. It is intended to re-advertise post May elections.
- 4.8 Not being able to successfully appoint to these posts is a challenge not unique to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

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

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

5. THE NEW DIRECTORATES

5.1 The new directorates are as confirmed below:



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

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

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

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

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

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

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

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

6. CORPORATE MANAGEMENT TEAM

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

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

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

7. NEW VOCABULARY

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

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

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

8. HEADS OF PROFESSION UPDATE

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

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

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

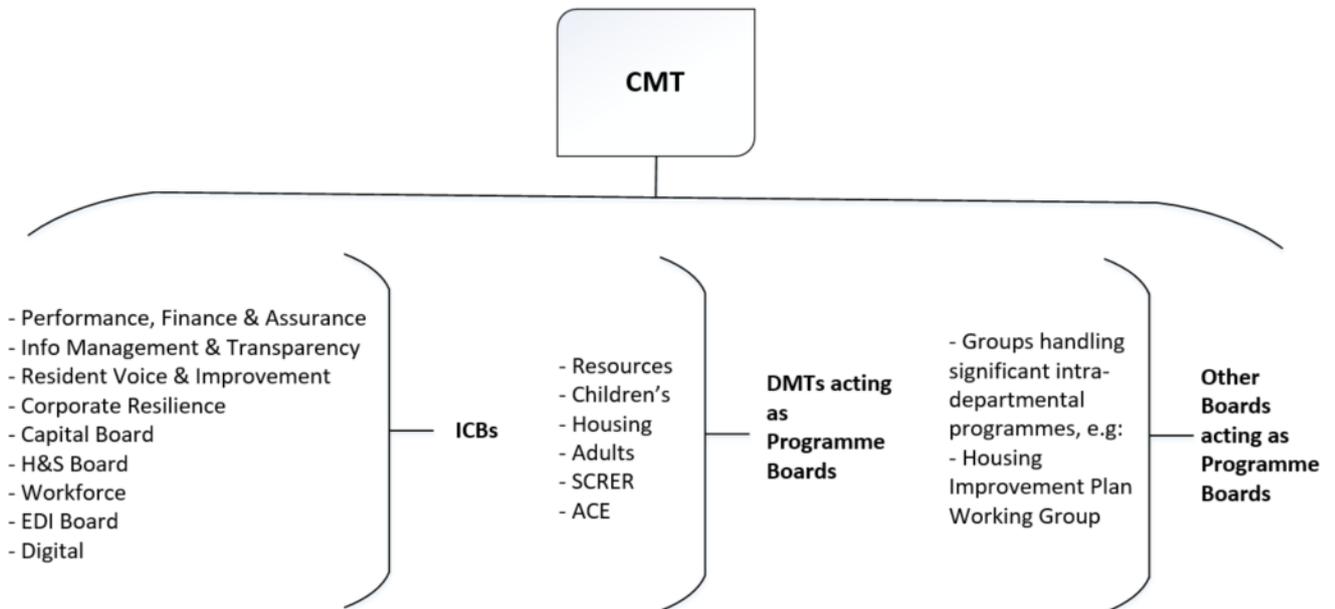
		<p>Housing alongside colleagues from Public Health and Health.</p> <ul style="list-style-type: none"> • Initiated review of (corporate) Commissioning Framework through Strategic Commissioning & Contracts Board, current Framework runs to 2023.
Procurement	Head of Strategic Procurement & Governance – Commercial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

9. SPECIAL PROJECTS

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

10. INTERNAL CONTROL BOARDS

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



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

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

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

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

11. PRIORITIES GOING FORWARD

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

12. FINANCIAL CONSIDERATIONS

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

13. LEGAL CONSIDERATIONS

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

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

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

14. HUMAN RESOURCES IMPACT

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

Approved by: Dean Shoesmith, Chief People Officer

15. EQUALITIES IMPACT

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

objectively.

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

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

16. DATA PROTECTION IMPLICATIONS

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

NO

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

NO

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

Approved by: Dean Shoesmith, Chief People Officer

CONTACT OFFICER: Katherine Kerswell, Chief Executive
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APPENDICES TO THIS REPORT:

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

BACKGROUND DOCUMENTS:
N/A