

The image features a series of green silhouettes of people engaged in various activities in a park-like setting. From left to right, there is a person standing, a man holding a child's hand, two people sitting on a bench, a woman walking with a bag, two people jogging, a person walking, a couple walking, a woman pushing a stroller, a man walking, a woman walking, a child playing with a ball, and a family riding bicycles. The background shows a city skyline with various buildings and trees, all rendered in a light green tone. The entire scene is framed by a white curved line at the top and bottom.

People Strategy 2013 - 15

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FOREWORD

The Council's most important resource is without question its people. One thing I think we all understand is that employees who are well engaged are happier and more productive. People will want to work with us and for us if they have a clear sense of direction, trust what is said and they can genuinely see themselves playing a part in our success story. They will want to give their very best. The Council is a significant employer in the borough with 54% of the workforce living in or resident in the borough. As an employer we have a direct impact on the economic development of the borough and an important role to play as a role model for other local employers.

We are therefore pleased to introduce our People Strategy. A skilled and committed workforce is crucial to the effective and efficient delivery of the outcomes our borough needs to improve the lives of our residents. This strategy will enable the Council to work together, with our partners to ensure we are recognised as a forward thinking employer, an employer who is representative of the borough it serves and an employer who supports every member of staff to be the very best they are capable of being. Together we will be able to create the right culture and become one of the best organisations to work for in Croydon.

Over the last few years the Council has had to face unprecedented financial challenge and change. In response, our workforce has been transformed beyond recognition and our transformation programme has delivered substantial benefits which have been recognised externally. As we reshape our Community Strategy and Corporate Plan it is the right time to also consider our people, the people that will deliver the aims and ambitions for our borough. Our People Strategy sets out our priorities for the next two years to support our people in navigating through our journey. We are proud of our staff, we recognise the challenges and opportunities that lie ahead for our borough and it is only through our staff that these will be met.



Nathan Elvery
Chief Executive



Cllr Sara Bashford
Cabinet Member for Corporate
and Voluntary Services

INTRODUCTION

The People Strategy is a key document that draws together strategically all that the Council does to ensure we have the right people, with right skills doing the right jobs so that we can deliver better outcomes for local people. The aim of the People Strategy is to support the council to become **one of the best organisations** to work for.

The People Strategy is intended to define the organisation's behaviour and how it attempts to manage its environment. It informs the development and implementation of a range of plans that seek to ensure fair and equitable reward; improve employee performance; improve the culture of the organisation; and streamline organisational structure. It is also supported by our departmental people plans which seek to address key people issues and build the culture we have set out to achieve together.

Links with other strategies

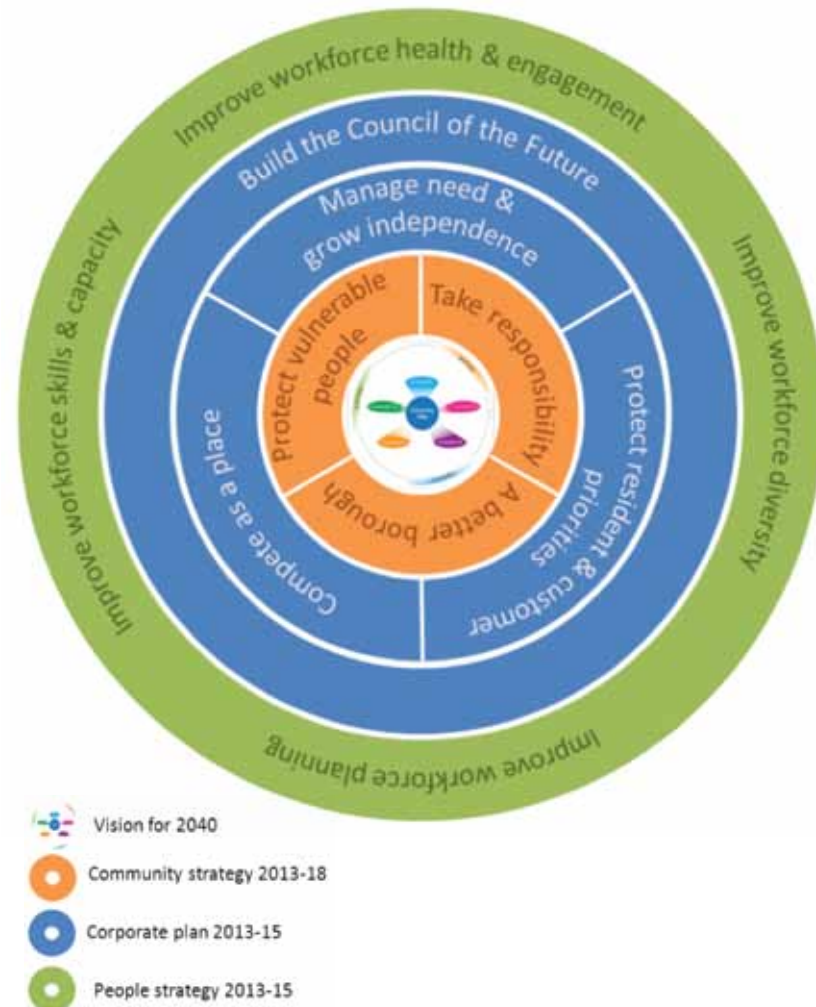
Croydon's vision and Community Strategy also inform the plans of partner organisations and provide a framework for those delivering front line services. It provides a golden thread from the Community Strategy through to the Corporate Plan, People Strategy, transformation plans and individual performance plans.

Croydon's community strategy is the overarching strategy for the borough. It is our most important strategic planning document and provides a framework for the work of all partner organisations within Croydon's Local Strategic Partnership to be aligned to our vision through strategies and plans. The Community strategy sets out three key aspirations for Croydon; to be a better borough, to protect vulnerable people and to encourage people to take responsibility.

The Corporate Plan sets out the Council's contribution to the Community Strategy over the next two years. Our Corporate Plan priorities are competing as a place, manage need and grow independence, protect resident priorities and build the council of the future.

The People Strategy 13-15 supports the delivery of these priorities by setting out the key challenges we face and our commitments to address those challenges over the coming two years. This work will be done with staff, members and with our partners.

How it all fits together



This strategy was developed by undertaking a review of the existing delivery programme as well as an examination of the information found in the council's annual workforce profile and results from the most recent staff survey. These documents can be found at www.croydon.gov.uk

The success of this People Strategy involves us all taking a hard look at our skills, systems and approaches so we can put in place programmes that ensure we have the best equipped, motivated and skilled workforce to do our work. In developing this strategy we have taken into account existing key national policies and requirements including those found in the People Strategy for Local Government. These priorities helping to provide a framework for this strategy are:

- Leadership development
- Recruitment and retention
- Pay and review
- Skills development
- Organisational development

Change has become the agenda for all public services, including local authorities. Driven by a strong desire to do more for our communities in times of reduced funding, we have to look at a range of new approaches. This means that our staff face new and different challenges. To be an efficient and effective council we need to ensure that we have a people-focused workforce with relevant skills, new ways of working, embracing flexibility and appropriate attitudes and behaviours.

In order to meet the new challenges and opportunities ahead, it is critical that the Council has the right people, in the right jobs with the right skills at the right time. The Council must continue to attract and retain talent and must develop and re-skill, where necessary, existing staff to meet the challenges ahead. That is why in the current economic climate the Council like its partners cannot be complacent. We need to start by understanding what local people need, what we have to delivery, and how best this can be done. It is essential we work with our partners to tackle these issues, to save money, avoid duplication of effort as well as achieve better outcomes for local people.

Our People Strategy is about achieving the skilled, motivated, flexible and diverse workforce that Croydon's residents need to deliver value for money services that make a difference to the communities we serve. This means, in part, setting out to predict future workforce demands so we have the right staff with the right skills available at the right time in order to achieve the borough's vision and the Council's priorities underpinned by our values which create the culture we want to work within.

Our Values

Our values flow through everything we do. They set out the leadership behaviours we expect to see, shown by each employee. Our values are the foundation on which everything else is built and will help to shape what we do and the way that we do it.



Where are we now?

It is clear that our communities need us to focus on providing services that meet their needs, are value for money and make Croydon better place to live. In the past three years having received a 31% cut in government funding the Council has had to undertake a significant programme of transformation focussed on what services we provide and the way we deliver them. This has had an impact on the staff and the way they work. The Council's Corporate Plan outlines our business activities for the next two years. In an era of austerity that will be with us for years where money is tight it is likely the next government spending review will bring forward an even tougher efficiency drive.

At a time of significant economic difficulty there are big issues facing Croydon's increasingly diverse population. Over the coming years the Council will have to do more with less and communities will have a bigger say in how local services are provided and delivered. Local people will feel the impact of reforms to health, education social care and welfare which will mean increased pressure on frontline services and staff working in these areas. We will need to support staff through these challenging times.

The Council like other public bodies is grappling with a range of transformational and organisational changes affecting not only the staff but the way they work. New arrangements involve embedding public health within the Council as well as the Council's move towards greater use of commissioning, outsourcing of services, and developing shared services will place a greater emphasis on the need to ensure that we have the right people with the right skills to provide better outcomes for local people.

During 2013 the majority of staff will be involved in a move to Bernard Weatherill House, following moves of other staff to new and redeveloped facilities in other areas of our borough. All our staff will be moving towards new flexible/mobile ways of working. At a time when we are moving towards greater use of transactional services by our customers, staff will need to ensure a continued emphasis on putting the needs of the most vulnerable people and deprived communities at the heart of everything we do.

Where do we need to be?

To meet our challenges, we will have a smaller workforce, delivering more targeted services that people value. The workforce will need to be more flexible, focused, skilled and supported. We will determine our top priorities and work in ways that ensure we are knowingly planning and using our resources to deliver those priorities.

Over the next few years there will be more things that we will have to stop doing. There will be more that we will do through, and with, others: partners and communities. We will all be even more accountable for the part we play and the resources we spend.



At a time when we will need to protect critical services that support the most vulnerable people in the borough it is no surprise that perhaps the biggest single challenge facing the Council is our financial sustainability. In the next few years we have significant savings to make, which require us to be working on several fronts simultaneously:

- Achieving the savings within each year's set budget
- Identifying and delivering on-going service changes or reductions and associated savings; and
- Putting in place service transformation and system changes to develop new ways of working to realise even more savings in subsequent years.

So, what are we asking of our people? People are stepping into the spaces that are left by changing structures and reducing posts; and they are being asked to broaden the spectrum of their roles to respond to changing demands and arrangements. We are asking our staff to do new and different things; to be even more flexible and creative and to take on new challenges. To do this we need to enable staff to take more initiative and work more flexibly, we need to trust our staff to do the jobs we are asking of them.

During these changing times we will be more flexible with our staffing resources especially in critical service areas. This means not only getting the right staff to do the right jobs, but supporting them to develop the skills and competences to continue to do the best job for the people of Croydon.



PEOPLE PRIORITIES

Our cultural transformation journey is the key to delivering our People Strategy and the range of cultural outcomes we are embarking on. The culture will be one of; greater trust, empowering staff to do their jobs and take personal responsibility, honesty - where it is ok that it doesn't always go right, a culture of listening to everybody's view, solving problems together, making it easier to do business, celebrating our successes together, seeing managers role-modelling positive behaviours, being one team and focussing outwards to those we support in our community.

Taking all of the challenges on board, we have established four strategic priorities for the Council's workforce. Within these four strategic priorities, this strategy sets out the headline actions for the next 12 -24 months. The action plan will be monitored and the strategy reviewed within this period. Croydon's people priorities are:

- 1.** To improve our workforce diversity
- 2.** To improve our people's health and engagement
- 3.** To improve our workforce skills and capacity
- 4.** To improve our people planning

PRIORITY ONE: TO IMPROVE OUR WORKFORCE DIVERSITY

Why is workforce diversity a priority?

Diversity is important to our organisation. We need a diverse workforce that reflects the community we serve which recognises what makes us different as well as what we have in common. We also need to ensure that our managers have the ability to manage people in an effective way that recognises diversity especially as everyone has a right to equal access to employment and when employed equal pay and access to training and development.

The Council recognises the need to focus on recruitment and retention to take action to have the right workforce; address skills shortages; make good business sense as it is well established that a diverse workforce is the most productive, the most creative and best placed to serve local people. To do this we will agree and implement a series of recommendations addressing the underrepresentation of the Council's workforce and bring forward the delivery of targeted action plans over a 2 year period.

Baseline:

- The representation of women across departments varies from one of the four departments having an overrepresentation (79%) women and another with an underrepresentation of women (35%). All departments have an underrepresentation of women amongst top earners 51% of top earners are women compared to 67% of the workforce being women.
- Declared BME representation Council-wide has remained the same as 2011 (35%) but is less than the residential population which has increased to 45%. The proportion of BME staff among top earners is lower than in 2010 (24%) and 2011 (19%).
- Under representation is greatest amongst Indian, Pakistani, Other Asian and Other Black group.
- 15% of top earners have declared themselves as BME compared to BME staff representing 35% of the workforce.
- The population has almost 17% registered disabled versus a workforce that has 9% who have declared disability.
- Non-disclosure rates for religion 22% and for sexuality 29%.

The cultural outcome are we seeking	What we are going to do	How will we know we have succeeded
<p>P1 To ensure the Council has a representative workforce</p>	<p>P1.1 - To identify where positive action is required from our workforce profile</p> <p>P1.2 - To continually benchmark our progress against our borough diversity profile</p> <p>P1.3 - To establish and implement departmental plans to address key areas for improvement within our organisation</p>	<ul style="list-style-type: none"> • We will continue to appoint and promote the best people for the job; and by 2015 all departments will have an improved diversity profile • We will have by 2015 significantly improved staff disclosure relating to sexuality and religion <p>We will have succeeded when: Our workforce represents the community we serve at all levels +/- 10%</p>
<p>P2 To ensure the Council has proportional numbers of women in senior roles</p>	<p>P2.1 - To establish a forum to engage and understand perceived barriers to progression for women in our organisation to be chaired by a member of the Corporate Leadership Team (CLT)</p> <p>P2.2 - To develop and implement a new leadership offer for women within our organisation</p> <p>P2.3 -To review our processes for attracting senior women to work for our organisation</p>	<ul style="list-style-type: none"> • We will continue to appoint and promote the best people for the job; and by 2015 proportionally more women will hold senior roles than in 2013 and women in the workforce will perceive the Council to be an equal opportunities employer <p>We will have succeeded when: We have the same representation of women in senior management roles as exists within the workforce +/- 10%</p>
<p>P3 To ensure the Council is an employer of choice for BME communities</p>	<p>P3.1 - To establish a forum to engage and understand perceived barriers to progression for our BME communities in our organisation to be chaired by a member of the CLT</p> <p>P3.2 - To establish key actions to address under representation of the BME communities for each department</p> <p>P3.3 -To develop a new leadership offer for BME communities within our organisation</p> <p>P3.4 – To review our processes for attracting BME communities to work for our organisation</p>	<ul style="list-style-type: none"> • We will continue to recruit and promote the best people for the job; and by 2015 proportionally a representative profile of BME staff that reflects the community we serve will be employed at all levels within the organisation <p>We will have succeeded when: Our BME workforce will represent that of our community at all levels +/- 10%</p>

PRIORITY TWO: TO IMPROVE OUR PEOPLE'S HEALTH AND ENGAGEMENT

Why is people's health and engagement a priority?

The Council recognises that a happy and satisfied workforce where people are developed and feel that their contribution is valued encourages greater productivity. At the same time we need to focus on pay and rewards through the implementation of effective approaches that reward the workforce while controlling employment costs and enabling new ways of working. Organisational change is perhaps the only constant in today's working life.

Economic conditions, continuous innovation and new technology have resulted in organisational restructures, downsizing and changes in the nature and structure of work. Many employees have to cope with high demands with fewer resources. In addition the boundaries between work and non-work life are increasingly blurred. These changes both enable and impel employees to work harder and longer. Research shows working people worry, are irritable and suffer loss of sleep and approximately one in six experience symptoms classified as anxiety and/or depression.

Baseline:

What staff said about working for the Council in the 2011 staff survey:

- 46% would recommend Croydon as a good place to work, this is up 14% from 2009
- 61% of staff are proud to work for the Council, up 16% from 2009
- 78% feel committed to helping the Council succeed
- 66% staff agreed that working in Croydon made them want to do the best work they can
- 7% said they had been the victim of discrimination and where employees feel they have been discriminated against just 36% had reported it.
- Part-time (50%) and job share staff (41%) have engagement levels lower than full-time staff (62% for full-time staff).
- BME staff were significantly less positive about the Council being an equal opportunities employer and valuing diversity compared to white staff (-10% positive for BME staff versus +6% positive for white staff).
- Employees from BME backgrounds have been over-represented among employees raising grievances in two of the last three years.

The cultural outcome are we seeking	What we are going to do	How will we know we have succeeded
<p>P4 To ensure the Council has a positive and values-based culture</p>	<p>P4.1 - To embed a revised set of cultural values</p> <p>P4.2 - To deliver a programme of regular staff feedback (pulse surveys) to measure progress of our cultural journey</p> <p>P4.3 – To monitor and report on the number and nature of employee relations issues across the Council including employee complaints and employment tribunals and take appropriate action to remedy and reduce these</p> <p>P4.4 – To target and implement interventions where appropriate to improve employee relations</p> <p>P4.5 – To identify and embed senior leadership and leadership behaviours within our organisation</p>	<ul style="list-style-type: none"> • By 2015 the majority staff will be participating in engagement activities; and all staff will be engaging in some of the activities • By 2015 the majority of staff will believe that the Council is an employer that values staffs contributions; there will be a reduction in the proportion of employee complaints <p>We will have succeeded when:</p> <p>Staff and partners speak positively and routinely about the values and culture of the Council</p>
<p>P5 To ensure staff are trusted to take responsibility; and are accountable for their actions</p>	<p>PP5.1 – To identify and act upon barriers to effective and efficient working including ensuring managers and staff have, or can access readily, clear and timely guidance including their responsibilities and the Council's governance procedures</p> <p>P5.2 - To ensure staff, staff groups and their elected representatives are engaged in a timely and meaningful way enabling them to contribute before final decisions are made</p> <p>P5.3 - To deliver and implement a network of change agents and mentors to support local needs in transitioning to new ways of working and identify 'process' areas for change</p> <p>P5.4 – To deliver a programme for managers to help develop team leadership skills to support and motivate their teams</p>	<ul style="list-style-type: none"> • By 2015 there will be a significant reduction in incidents of non-compliance with governance rules, complaints and disciplinary incidents • By 2015 staff survey results will show a significant improvement in both the level of difficulty they perceive in getting things done and their perception that their contribution is valued. <p>We will have succeeded when:</p> <p>The majority of staff are clear about their responsibilities; are not unreasonably hampered in their work and feel trusted and accountable for their actions</p>

The cultural outcome are we seeking	What we are going to do	How will we know we have succeeded
<p>P6 For staff to believe the Council cares for their wellbeing</p>	<p>P6.1 – To review reasons for sickness absence and target interventions if any areas of particular concern are identified.</p> <p>P6.2 – To promote health and wellbeing activities for our staff</p> <p>P6.3 – To review the process and requirement for Occupational Health referrals</p>	<ul style="list-style-type: none"> • By 2015 sickness absence we will be confident that 90-100% of sickness absence is being recorded by managers; and sickness absence will be less than 6.96 % days per FTE per year • By 2015 the majority of staff will feel that the Council values employee wellbeing • By 2015 the level of demand for and cost of Occupational Health will have reduced significantly <p>We will have succeeded when:</p> <p>The majority of staff are ambassadors for their own health and that of their family; and believe the Council cares about their wellbeing</p>

PRIORITY THREE: TO IMPROVE OUR WORKFORCE SKILLS AND CAPACITY

Why is workforce skills and capacity a priority?

The Council recognises the need to develop its employees' skills and knowledge through programmes that are innovative, and drive high performance, using multi-agency approaches. As a Council we know a performance focused and skilled workforce is essential for ensuring staff that are able to respond to current and future need. We need to focus on providing the tools to improve the confidence of managers to effectively performance manage and develop workforce leaders to make the best use of political and managerial roles, drive culture change and do this working in partnership with key stakeholders. We need a skilled workforce with leaders at all levels that can inspire those around them to do the best job they can with limited resources that we have.

Baseline:

- 30% are satisfied with their opportunities for career development within the Council
- 41% feel their contribution is valued by the Council
- 27% of staff believe that departmental leadership teams live the Council's values
- 83% of staff received their appraisal in the last 12 months

The cultural outcome are we seeking	What we are going to do	How will we know we have succeeded
<p>P7 To ensure the corporate learning and organisational development plan impacts skills for cultural change and leadership</p>	<p>P7.1 - To develop and implement a 'fit for purpose' learning and organisational development plan in response to skills and capacity shortages</p> <p>P7.2 - To identify hard to fill posts and talented individuals; and develop a process for promoting from within the organisation</p> <p>P7.3 - To monitor and report on: take-up, satisfaction, and opportunities for skill and capability development</p>	<ul style="list-style-type: none"> • By 2015 we will continue to appoint and promote the best people for the job, assisted by processes for promoting within the organisation • By 2015 there will be an improved perception that the Council has an improved organisational capacity, a reduction in skills shortages and improved opportunities for career development <p>We will have succeeded when:</p> <p>Staff report that Council's learning and organisational development has had a positive impact on cultural change and leadership</p>

The cultural outcome are we seeking	What we are going to do	How will we know we have succeeded
<p>P8 To ensure staff perform well and are happy at work</p>	<p>P8.1 - To develop and implement a new staff development scheme that underpins the cultural change</p> <p>P8.2 – To establish indicators for each of our values</p> <p>P8.3 – To review and implement revised terms, conditions and benefits for staff to facilitate and underpin the Council’s objectives and cultural change</p>	<ul style="list-style-type: none"> • By 2015 90-100% of performance appraisals will be completed by the end of June • By 2015 there will be noticeable improvement in positive feedback that staff and managers are living the Council’s values • By 2015 the majority of staff will feel that they are paid competitively and that they have a good work-life balance <p>We will have succeeded when:</p> <p>The Council has a reputation amongst its peers and with its partners as a high performing team with a positive culture and competitive terms and conditions</p>

PRIORITY FOUR: TO IMPROVE OUR PEOPLE PLANNING

Why is people planning a priority?

Good people planning supports the Council to forecast the demand and supply of people to deliver key services to local communities. It involves an analysis of information about the organisations workforce as well as the external labour environment to ensure the right people with the right skills are doing the right jobs at the right time to deliver short and long-term organisational objectives.

The People Strategy should focus on the future to enable the organisation to deliver the Corporate Plan whilst at the same time remaining flexible enough to deal with constant change. To do this, we will have targeted, effective recruitment and retention plans that tackle capacity shortages; ensure the workforce is representative of the community we serve and reduce the reliance on interim resource.

Baseline:

- 10.76% of our people are agency resource
- There are high disability non-disclosure rates for new starters and job applicants (both 21%).
- There are high BME non-disclosure rates for job applicants (21%) and new starters (16%).
- 48% of the workforce is aged 41-55 (an increase by 3% since 2010)
- 12% of the workforce is aged under 31 (a decrease of 1% since 2010)
- All departments are planning a range of new service delivery models and these will impact all areas of the People Strategy

The cultural outcome are we seeking	What we are going to do	How will we know we have succeeded
<p>P9 To ensure over 92.5% of the human resource within the Council is employed directly rather than engaged as interims, or through its Managed Service Agency</p>	<p>P9.1 – To identify vacancies, develop and deliver departmental recruitment plans</p> <p>P9.2 - Linked to the implementation in 2013 of the Oracle system impacting Finance Procurement and Human Resources to complete a full review of the recruitment service and implement a revise service delivery model</p> <p>P9.3 - To complete a review of the agency worker contract and London Borough’s Recruitment Partnership arrangements ensuring value for money</p> <p>P9.4 - To continually monitor and report on the use of agency and interim resource and ensure this is at the appropriate minimum possible level</p> <p>P9.5 - To increase the use of apprenticeships, trainees, work experience and volunteers.</p>	<ul style="list-style-type: none"> • By 2015 there will be an improved proportion of interim and/or agency staff than in 2013 • By 2015 there will be a refreshed recruitment service provision within the Council • By 2015 there will be an increased use of apprenticeships • By 2015 there will be improved value for money for the provision of agency and interim resource <p>We will have succeeded when:</p> <p>We achieve the % target of employed verses non employed resource</p> <p>We have a recruitment service that is an exemplar for other similar sized organisations</p>

The cultural outcome are we seeking	What we are going to do	How will we know we have succeeded
<p>P10 To ensure that service changes are implemented with minimum impact to staff and service delivery</p>	<p>P10.1 – To review and implement new service delivery models ensuring these are future proofed and respond to changing focus on service provision</p> <p>P10.2 - To consider the equality, people planning and skills and capacity needs as a result of the delivery of new service delivery models</p>	<ul style="list-style-type: none"> • By 2015 the Council will have continued to implement service transformation and restructures in accordance with the law and with Council policies and procedures • By 2015 service change implemented in 2013 and 2014 will be realised as outlined in departmental service plans • By 2015 Management and Trade Union relationship will be maintained and remain positive <p>We will have succeeded when: Service delivery models are implemented without service disruption or industrial action</p>

CROYDON'S PEOPLE STRATEGY 2013-15

<p>IMPROVE OUR WORKFORCE DIVERSITY P1</p> <p>To ensure the Council has a representative workforce</p>	<p>P1.1 - To identify where positive action is required from our workforce profile</p> <p>P1.2 - To continually benchmark our progress against our borough diversity profile</p> <p>P1.3 - To establish and implement departmental plans to address key areas for improvement within our organisation</p>
<p>IMPROVE OUR WORKFORCE DIVERSITY P2</p> <p>To ensure the Council has proportional numbers of women in senior roles</p>	<p>P2.1 - To establish a forum to engage and understand perceived barriers to progression for women in our organisation to be chaired by a member of the Corporate Leadership Team (CLT)</p> <p>P2.2 - To develop and implement a new leadership offer for women within our organisation</p> <p>P2.3 - To review our processes for attracting senior women to work for our organisation</p>
<p>IMPROVE OUR WORKFORCE DIVERSITY P3</p> <p>To ensure the Council is an employer of choice for BME communities</p>	<p>P3.1 - To establish a forum to engage and understand perceived barriers to progression for our BME communities in our organisation to be chaired by a member of the CLT</p> <p>P3.2 - To establish key actions to address under representation of the BME communities for each department</p> <p>P3.3 - To develop a new leadership offer for BME communities within our organisation</p> <p>P3.4 - To review our processes for attracting BME communities to work for our organisation</p>
<p>IMPROVE PEOPLE'S HEALTH AND ENGAGEMENT P4</p> <p>To ensure the Council has a positive and values-based culture</p>	<p>P4.1 - To embed a revised set of cultural values</p> <p>P4.2 - To deliver a programme of regular staff feedback (pulse surveys) to measure progress of our cultural journey</p> <p>P4.3 - To monitor and report on the number and nature of employee relations issues across the Council including employee complaints and employment tribunals and take appropriate action to remedy and reduce these</p> <p>P4.4 - To target and implement interventions where appropriate to improve employee relations</p> <p>P4.5 - To identify and embed senior leadership and leadership behaviours within our organisation</p>
<p>IMPROVE PEOPLE'S HEALTH AND ENGAGEMENT P5</p> <p>To ensure staff are trusted to take responsibility; and are accountable for their actions</p>	<p>PP5.1 - To identify and act upon barriers to effective and efficient working including ensuring managers and staff have, or can access readily, clear and timely guidance including their responsibilities and the Council's governance procedures</p> <p>P5.2 - To ensure staff, staff groups and their elected representatives are engaged in a timely and meaningful way enabling them to contribute before final decisions are made</p> <p>P5.3 - To deliver and implement a network of change agents and mentors to support local needs in transitioning to new ways of working and identify 'process' areas for change</p> <p>P5.4 - To deliver a programme for managers to help develop team leadership skills to support and motivate their teams</p>

<p>IMPROVE PEOPLE'S HEALTH AND ENGAGEMENT P6 For staff to believe the Council cares for their wellbeing</p>	<p>P6.1 - To review reasons for sickness absence and target interventions if any areas of particular concern are identified. P6.2 - To promote health and wellbeing activities for our staff P6.3 - To review the process and requirement for Occupational Health referrals</p>
<p>IMPROVE OUR WORKFORCE SKILLS AND CAPACITY P7 To ensure the corporate learning and organisational development plan impacts skills for cultural change and leadership</p>	<p>P7.1 - To develop and implement a 'fit for purpose' learning and organisational development plan in response to skills and capacity shortages P7.2 - To identify hard to fill posts and talented individuals; and develop a process for promoting from within the organisation P7.3 - To monitor and report on: take-up, satisfaction, and opportunities for skill and capability development</p>
<p>IMPROVE OUR WORKFORCE SKILLS AND CAPACITY P8 To ensure staff perform well and are happy at work</p>	<p>P8.1 - To develop and implement a new staff development scheme that underpins the cultural change P8.2 - To establish indicators for each of our values P8.3 - To review and implement revised terms, conditions and benefits for staff to facilitate and underpin the Council's objectives and cultural change</p>
<p>IMPROVE OUR PEOPLE PLANNING P9 To ensure over 92.5% of the human resource within the Council is employed directly rather than engaged as interims, or through its Managed Service Agency</p>	<p>P9.1 - To identify vacancies, develop and deliver departmental recruitment plans P9.2 - Linked to the implementation in 2013 of the Oracle system impacting Finance Procurement and Human Resources to complete a full review of the recruitment service and implement a revised service delivery model P9.3 - To complete a review of the agency worker contract and London Borough's Recruitment Partnership arrangements ensuring value for money P9.4 - To continually monitor and report on the use of agency and interim resource and ensure this is at the appropriate minimum possible level P9.5 - To increase the use of apprenticeships, trainees, work experience and volunteers.</p>
<p>IMPROVE OUR PEOPLE PLANNING P10 To ensure that service changes are implemented with minimum impact to staff and service delivery</p>	<p>P10.1 - To review and implement new service delivery models ensuring these are future proofed and respond to changing focus on service provision P10.2 - To consider the equality, people planning and skills and capacity needs as a result of the delivery of new service delivery models</p>

ABOUT THE RESIDENTIAL POPULATION – 2011 CENSUS

The composition of the residential population provides important context alongside the workforce profile. Our comparison of the workforce to the local community considers the extent to which we can reflect the composition of the community in the workforce.

Gender	
Males	48.50%
Females	51.50%

Religion	
Christian	56.42%
Buddhist	0.66%
Hindu	5.98%
Jewish	0.20%
Muslim	8.12%
Sikh	0.40%
Other religion	0.59%
No religion	19.99%
Religion not stated	7.64%

Ethnicity	
Bangladeshi	0.71%
Black African	7.98%
Black Caribbean	8.62%
Chinese	1.08%
Indian	6.79%
Mixed White and Asian	1.41%
Mixed White and Black African	0.90%
Mixed White and Black Caribbean	2.66%
Other	1.76%
Other Asian	4.85%
Other Black	3.57%
Other Mixed	1.60%
Pakistani	2.99%
BME Totals:	44.91%
White British	47.26%
White Gypsy or Irish Traveller	0.06%
White Irish	1.48%
White Other	6.29%
White Totals:	55.09%

Disability	
Registered as disabled	16.80%

Marriage & Civil Partnership	
Married or Civil Partner	46.66%
Not Married or not Civil Partner	53.34%

Employment type	
Employee: Part-time	23.87%
Employee: Full-time	76.13%

ABOUT THE WORKFORCE

Croydon Council is one of the largest employers in the borough. Through partnership work it has a significant role in the economic activity of the people who live and work in the borough.

Over the past three years the Council has been collecting robust information about its workforce that provides a better evidence base on which to inform future workforce focus. The Council's annual workforce profile 2012 found a headcount of 3,408 representing a reduction of nearly 15% since 2010 and reduction of 3.45% since 2011. 54% of the workforce lives in Croydon.

Protected Characteristic	Strength	Key Challenges
Gender	<ul style="list-style-type: none"> • The representation of men (49%) and women (51%) among top earners is broadly the same and reflects the population • Performance appraisal ratings for men and women are broadly the same • The number of leavers by gender reflects the gender balance of the workforce 	<ul style="list-style-type: none"> • One department has an over-representation of women (79%) and another under-representation of women (35%). Occupational segregation is the most likely cause due to roles in those departments traditionally being undertaken by one gender more than the other • 51% of top earners are women compared to 67% of the workforce being women. All departments have an under-representation of women among top earners with the under-representation being greatest (11%) • Strong correlation between part-time status and gender (22% of employees are part-time women)
Disability	<ul style="list-style-type: none"> • 9% of our workforce have identified themselves as having a disability (no change from 2011) • The proportion of employees with a disability falls in the upper quartile for London boroughs (<i>London Councils HR metrics survey 2012</i>) • The representation of disabled staff among top earners is 10%, compared to 9% of employees being disabled and is the highest in London (<i>London Councils HR metrics survey 2012</i>) • The proportion of new starters with a declared disability (3%) reflects that of job applicants (4%) 	<ul style="list-style-type: none"> • High non-disclosure rates for new starters and job applicants (both 21%). Across the workforce the non-disclosure rate is 7%

Protected Characteristic	Strength	Key Challenges
Ethnicity	<ul style="list-style-type: none"> • Representation of Black Caribbean employees exceeds that of the residential population • Representation of Black African employees is broadly the same as the residential population • Declared BME representation amongst starters (37%) is higher than the declared BME representation in the workforce (35%) and higher than in 2010 (35%) • Declared BME representation among leavers (35%) is proportionate to that in the workforce • Proportion of declared BME job applicants (48%) exceeds the BME residential population and was 1% higher than in 2011 • Declared BME representation in disciplinary hearings (29%) is less than the declared BME representation in the workplace and lower than in 2011 	<ul style="list-style-type: none"> • Declared BME representation Council-wide has remained the same as 2011 (35%) but is less than the residential population which has increased to 45% • Under representation is greatest amongst Indian, Pakistani, Other Asian and Other Black groups • High non-disclosure rates for job applicants (21%) and new starters (16%). Across the workforce, the non-disclosure rate is 5% • Under-representation of declared BME employees amongst new starters (37%) compared to job applicants (48%) • 5% of declared BME employees received an excellent PDCS rating compared to 10% of declared white employees • 15% of top earners have declared themselves as BME compared to BME staff representing 35% of the workforce • The proportion of BME staff among top earners is lower than in 2010 (24%) and 2011 (19%) • Employees from BME backgrounds have been over-represented among employees raising grievances in two of the last three years

Protected Characteristic	Strength	Key Challenges
Age	<ul style="list-style-type: none"> The age profile of the workforce broadly reflects the age profile across London boroughs (<i>London Councils HR metrics survey 2012</i>) 	<ul style="list-style-type: none"> 48% of the workforce is aged 41-55 (an increase by 3% since 2010) 12% of the workforce is aged under 31 (a decrease of 1% since 2010). The Council has an aging workforce at a time local unemployment of 16-24 year olds is high.
Religion	<ul style="list-style-type: none"> The largest declared religion in our workforce is Christianity (50%) which broadly reflects the residential population (56%). 20% of our workforce declared no religion, the same as the residential population. Non-disclosure rates have reduced from 27% in 2010 to 22% in 2012. 	<ul style="list-style-type: none"> Declared Hindu employees (2%) are underrepresented compared to the residential population (6%) Declared Muslim employees (2%) are underrepresented compared to the residential population (8%) The non-disclosure rate across the workforce (22%) has improved but remains high making meaningful analysis difficult.
Sexuality	<ul style="list-style-type: none"> Non-disclosure rates have reduced from 40% in 2010 to 29% in 2012 (comparison with the residential population is not available as sexuality was not included in 2011 census). 	<ul style="list-style-type: none"> The non-disclosure rate across the workforce (29%) remains high making meaningful analysis difficult.
Pregnancy and Maternity	<ul style="list-style-type: none"> Data has been included in the workforce profile for the first time and no specific conclusions are identified. 	<ul style="list-style-type: none"> None identified
Marriage and Civil Partnership	<ul style="list-style-type: none"> The proportion of employees who have declared they are married or in a civil partnership (48%) reflects the residential population (47%). 	<ul style="list-style-type: none"> High non-disclosure rate across the workforce (14%).

Risks

The main risks related to this strategy are:

- Inability to change the direction of travel of the workforce profile to address the key equality issues.
- Failure to achieve the cultural change objectives therefore the workforce is not equipped to deliver the new behaviours and working practices.
- Insufficient capacity and capability to meet critical service needs due to key skills gaps in the organisation.
- Inability to attract, recruit and retain key workforce 'hard to fill' roles (e.g. social care, planning, environmental services, procurement and category management etc.)

Governance

The Council's People Board will support the delivery of the People Strategy 2013-15 and the cultural transformation journey aligned to it.

The People Board will review, approve and monitor the delivery of the relevant activities to support the delivery of the People Strategy; review and monitor the delivery of departmental people plans that support the delivery of the strategy and consider quarterly workforce organisational health report and be responsible for the delivery of actions arising and drive and keep oversight of the cultural transformation journey taking consideration of the use of appropriate staff engagement channels:

- Change implementation network
- Workforce engagement forum
- Consultation with trade unions
- Staff networks

The progress of the delivery of the strategy will be reported to the Corporate Leadership Team and relevant committees in synergy with reporting on the progress with the delivery of the Corporate Plan.

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