Scrutiny & Overview Committee Agenda

To: Councillor Sean Fitzsimons (Chair)
      Councillor Robert Ward (Vice-Chair)
      Councillors Sherwan Chowdhury, Jerry Fitzpatrick, Joy Prince and
      Andy Stranack

      Reserve Members: Richard Chatterjee, Felicity Flynn, Maddie Henson,
      Stephen Mann, Stuart Millson and Callton Young

A meeting of the **Scrutiny & Overview Committee** which you are hereby
summoned to attend, will be held on **Tuesday, 4 September 2018** at **6.30 pm** in
Council Chamber - Town Hall

JACQUELINE HARRIS-BAKER   Simon Trevaskis
Director of Law and Monitoring Officer   0208 7266000
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Bernard Weatherill House   www.croydon.gov.uk/meetings
8 Mint Walk, Croydon CR0 1EA   Friday, 24 August 2018

Members of the public are welcome to attend this meeting.
If you require any assistance, please contact the person detailed above, on the right
hand side.

N.B This meeting will be paperless. The agenda can be accessed online at
www.croydon.gov.uk/meetings

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AGENDA – PART A

1. **Apologies for Absence**

   To receive any apologies for absence from any members of the Committee.

2. **Minutes of the Previous Meeting** (Pages 5 - 14)

   To approve the minutes of the meeting held on 10 July 2018 as an accurate record.

3. **Disclosure of Interests**

   In accordance with the Council's Code of Conduct and the statutory provisions of the Localism Act, Members and co-opted Members of the Council are reminded that it is a requirement to register disclosable pecuniary interests (DPIs) and gifts and hospitality to the value of which exceeds £50 or multiple gifts and/or instances of hospitality with a cumulative value of £50 or more when received from a single donor within a rolling twelve month period. In addition, Members and co-opted Members are reminded that unless their disclosable pecuniary interest is registered on the register of interests or is the subject of a pending notification to the Monitoring Officer, they are required to disclose those disclosable pecuniary interests at the meeting. This should be done by completing the Disclosure of Interest form and handing it to the Democratic Services representative at the start of the meeting. The Chair will then invite Members to make their disclosure orally at the commencement of Agenda item 3. Completed disclosure forms will be provided to the Monitoring Officer for inclusion on the Register of Members' Interests.

4. **Urgent Business (if any)**

   To receive notice of any business not on the agenda which in the opinion of the Chair, by reason of special circumstances, be considered as a matter of urgency.

5. **Report of the Chief Executive / Head of Paid** (Pages 15 - 80)

   This report from the Chief Executive provides an update on the New Operating Model and the current workforce profile.

6. **Work Programme 18/19** (Pages 81 - 84)

   To agree the scrutiny work programme for future meetings.

7. **Exclusion of the Press and Public**

   The following motion is to be moved and seconded where it is proposed to exclude the press and public from the remainder of a meeting:

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

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Scrutiny & Overview Committee

Meeting of held on Tuesday, 10 July 2018 at 5.00 pm in Council Chamber - Town Hall

MINUTES

Present: Councillor Sean Fitzsimons (Chair);
Councillor Robert Ward (Vice-Chair);
Councillors Sherwan Chowdhury, Jerry Fitzpatrick, Joy Prince and Andy Stranack

Also Present: Councillors Richard Chatterjee and Maggie Mansell

PART A

3/17   **Minutes of the Previous Meeting**

The minutes of the previous meetings held on 6 March and 23 May 2018 were agreed as an accurate record and signed by the Chairman.

4/17   **Disclosure of Interests**

There were none.

5/17   **Urgent Business (if any)**

There were no items of urgent business.

6/17   **Leader's Question Time**

The Leader of Croydon Council, Councillor Tony Newman, was in attendance at the meeting to provide an update on the Administration's plans for the next four years which would be based upon the 283 pledges set out in the Labour Party election manifesto, Ambitious for Croydon. During the course of the Leaders presentation the following was noted:-

- The redevelopment of the Fairfield Halls was on track for the venue to reopen in early 2019. It was expected that information about acts appearing at the Halls would be announced in the near future.

- The Onside Youth Zone, which was being delivered through a combination of public and private investment, was currently onsite and was due to open next year. Once complete it would provide an excellent facility for young people across the borough.

- A recent peer review of Adult Social Care had highlighted the excellent performance within the Service.

- Following the inadequate rating of Children's Services in September 2017, further investment had been allocated to continue the work to drive improvements in the Service, with real progress being shown. There were wider issues relating to the underfunding of Children's Services across country but this had not stopped progress from being made.

- Progress continued to be made on the Westfield/Hammerson regeneration project for the town centre of Croydon, which had received support from both City Hall and the Government. Going forward, over next few years, it would be a huge challenge for the Council to oversee a project of the magnitude proposed.

- A new Corporal Plan was being developed and would be brought to Council in September. The Plan would translate the Labour Party Election Manifesto into a plan for the next four years. The Plan would emphasis working with the public and local communities and in particular focus on how the Council delivers its Services and who with.

- In recent years there had been cuts to local Government funding from central Government of approximately 65 – 70%. It was a tribute to the work and foresight of the Council that it was in a reasonably fortunate position in comparison to many other local authorities, but the impact from the cuts should not be underestimated. Looking forward, Croydon Council would be well placed to benefit from the Government's new scheme which would see local authorities being able to retain a large proportion of any new business rates generated within the Borough.

- Progress on the Clean, Green, Sustainable Croydon project continued with a new scheme for household waste and recycling due to be launched in September 2018.

- The Healthy Croydon project continued to frame the health agenda with a focus upon prevention. Given the reduction in funding over recent years it was essential to develop new and innovative services with partners that met resident's needs.

- Safer Croydon was a campaign to reduce knife crime in Croydon. Recent statistic had shown that Croydon was the only borough in London which had seen a decrease in knife crime, which demonstrated that the project was having an impact even though it was still in its infancy.

- Along with the Fairfield Halls redevelopment cultural regeneration was also planned across the Borough with investment in Stanley Halls in South Norwood the most recent example. Key aims in this area would include ensuring that there was a diverse cultural offering which benefited cultural centres across the Borough.

Following the Leader's presentation, the members of the Scrutiny and Overview Committee were given the opportunity to question the Leader. The

first question concerned the Leader's proudest achievements over the previous four years? In response it was advised that the increasing sense of place and identity for Croydon, with local people being proactively proud of the borough was an important achievement. The level of new investment in the town, with Body Shop relocating its headquarters and the regeneration of the Fairfield Halls amongst a number of projects was also important. The Council's continuing role in working with partners to deliver improvements in many areas, such as healthcare, should also be recognised.

As a follow up it was also questioned whether there was anything that could have been done differently over the same time period? It was advised that with the benefit of hindsight, opportunities to improve the performance of Children's Services should have been taken earlier, however the Council was now starting to deliver real improvement in this area.

It was questioned how increased input from local communities would be used to inform the Clean, Green, Sustainable Croydon project. In response it was confirmed that there were opportunities for public involvement to inform the future use of local parks including the facilities provided. Other ongoing work in this area included reviewing the Council's procurement policy on what was being used to clean streets and parks and also pushing for an extension to the London Air Quality programme to include Croydon.

It was agreed that further work was needed on educating residents about their own responsibilities to the environment. The Council had taken the lead in certain areas such as the campaign focussed on turning off cars when waiting for children at school gates. It was the view of the Administration that the Council should be taking a lead in this area and providing an example for residents.

It was noted that the deadline for certain projects in the capital programme had been extended and as such it was questioned what could be done to ensure that that future projects were delivered on time. In response it was advised that projects of the scale of the Fairfield Halls redevelopment could often be subject to unforeseen complications as the project progressed. It was always the Council's target for projects to be delivered on time, but it was good to be open and honest about any challenges that arose which resulted in slippage. Conversely It would not be beneficial to create artificially long deadlines for projects simply to ensure that they were completed on time.

Given that the project to redevelop the Fairfield Halls had slipped it was questioned whether there was contingency to mitigate against this risk and what the cost had been for overrunning. It was confirmed that the budget for the project had not been impacted as a result of the extended time frame for the project. The Administration was comfortable with the extended time frame as it wanted the venue to be in pristine condition when it opened. As with any project there would be lessons to learn and the Fairfield Halls project was particularly important as one of the largest infrastructure projects run by the Council in recent years.

As it had previously been noted that the Westfield/Hammerson project would lead to the creation of approximately 7000 jobs, it was questioned what kind of jobs these would be? It was confirmed that there was an expectation that any jobs created would be paying the London living wage as a minimum starting point. An updated model based on the version used at the Westfield development in Stratford would be used, which would have a jobs and training academy onsite to deliver jobs for local people.

Given the level of investment in Croydon town centre it was questioned whether there were plans to develop the surrounding town centres in the Borough, such as Coulsdon and Purley. It was confirmed that the Council was working hard across the borough to deliver a number of different projects which included supporting the creation of a New Addington Business Improvement District and discussions were beginning on possible improvements for Purley and Thornton Heath.

It was also questioned how the other Borough centres could be encouraged to "take up the slack" from Croydon during the Westfield regeneration. It was confirmed that possible options for devolution would be considered, with local Ward budgets having already been introduced. Other possibilities could include investigating the viability of establishing town or community councils to ensure that local communities felt ownership over decisions effecting their area.

The provision of the Onside Youth Zone facility was welcomed, but it was also noted that it may be a challenge to attract young people from across the Borough to the one venue. In response it was confirmed that the Council was keen to attract as many young people as possible to the facility, but work was also needed to consider how it interacted with other traditional youth services.

A question was asked on whether there was a contingency plan to mitigate against any negative impact arising from Brexit? It was advised that at present there were still a large number of unknowns about the potential outcome from Brexit, but it did represent the biggest risk to the economy of Croydon, London and the country as a whole. In the meantime the Council would continue to do all it could to welcome new investment and business to the Borough.

As a follow up it was noted that there were a large number European Union citizens in the Borough and as such it was questioned what Croydon could do to help these people? It was confirmed that this was something the Council was investigating, in conjunction with the Mayor of London. The ongoing message was that EU citizens were welcome in the borough and the Council would want to provide support for people if future issues should arise.

In light of a continually reducing budget it was highlighted that it was essential for the Council to ensure that its services were made available in the most accessible format whether that be through a physical interface or online. The Leader advised that there were still pockets of inequality within the borough, which was not acceptable, and it was an important challenge for the Administration to continue to play a role in addressing these inequalities over the next four years. One of the key roles of the Council was to ensure that

people could access services and to do this work was needed with partners at a strategic level to ensure that the right infrastructure was in place.

Although the very positive outcomes from the peer review of Adult Social Care were welcomed, a note of caution was voiced that the outcomes from the Ofsted review of Children's Services had not been foreseen and as such reassurance was sought that a similar situation would not occur in Adult Social Care. It was advised that the Ofsted report raised concerns that the voice of the service user was not being heard in the process, but from the Peer Review of Adult Social Care reassurance could be taken from the outcomes indicating that the voice of the user was heard. At present the Council was looking to deliver sustainable improvement in Children's Services and was keen to ensure that there was no complacency within Adult Social Care, with a clear need to remain on top of performance.

It was noted that there were plans to review the governance arrangements of the Council with a view to tapping into the experience of as wide a range of Councillors as possible. It was agreed that Scrutiny worked well in Croydon, but there was a greater need for the Council as a whole to agree its response to wider issues, as this was more powerful approach than being divided along party political lines. Coupled with this, there was also a drive for greater devolution and community decision making.

In response to a question about the Administration's vision for the community of Croydon in terms of outcomes for ordinary people, it was advised that the provision of affordable homes was a key issue. If there was adequate provision, it would encourage people to put down roots within the borough. Another key challenge was how to look after the needs of the increasingly elderly population within the Borough, with the Council able to play a big role in this through partnership working.

7/17   **Pre-Decision Financial Strategy 2018/22**

The Cabinet Member for Finance & Resources, Councillor Simon Hall, and the Executive Director of Resources & S151 Officer, Richard Simpson, gave a presentation to the Committee on the background to setting the new Financial Strategy for 2018 to 2022. The Committee was asked for any recommendations it wanted to make on the process, which would be fed into the production of the final Strategy, to be considered by the Cabinet in September. During the course of the presentation the following was noted:

- It was intended that the new four year Financial Strategy would dovetail with the Corporate Plan, which would also be considered by the Cabinet in September. The Strategy would look to build upon the approach of the Administration over the past four years.
- At the end of the last financial year the Council had a £5m net overspend in its budget, which could principally be attributed to spending in the People department relating to work required as a result of the Ofsted Inspection of Children's Services. This overspend had been balanced by

a £4.7m surplus in the collection fund and £332,000 from the general fund balance.

- The level of earmarked reserves had increased with a significant receipt from the Right to Buy scheme that the Council would look to use for the provision of new affordable housing.
- A recent rule change meant that Local Authorities now had greater flexibility around how it used capital receipts. Previously these could only be used for other capital expenditure, but could now be used for other purposes such as invest to save projects.
- Since 2010/11 it had been the Council's policy not to budget for the use of reserves to balance the budget, although there had occasionally been the need to do so as a result of overspends.
- The funding required for Children's Social Care was one of the biggest risks to the overall budget, with increased pressure from rising demand, the provision of Special Educational Needs transport and the provision of support for Unaccompanied Asylum Seeking Children.
- With people living longer, there was also a huge demand for Adult Social Care. The Council was focused on providing support that allowed for preventative support and early help within local services. As a result, this meant that schemes needed to be pump primed before any outcomes were delivered.
- Other considerations factored into the Financial Strategy included the Spending Review 2019, the Fair Funding Review and the new scheme for the retention of business rates.
- Further consideration also needed to be given on the level of borrowing acquired and amount of debt taken on to invest in services and local infrastructure. At present the current repayment on the Council's borrowing was £20m per year which was a sizable portion of the overall budget.

Following the presentation, concern was raised about the level of balances with a view taken that the budgeted savings in Children's and Adult Social Care may be optimistic given the recent history of overspending in these areas. In response it was advised that the budget for these areas was being worked on to ensure it was set at the right level and in fact the budget for Adult Social Care had been delivered approximately to budget in 17/18. This had been aided by increased Government funding allowing for more realistic budgeting. The Children's Service faced more difficult circumstances due to the inadequate rating from Ofsted which had required increased investment to correct, but should lead to more stable costs in the future.

It was confirmed that the £7m cost for Unaccompanied Asylum Seeking Children (UASC) included the cost for people with no recourse for public funds, which had not been factored into the grant provided by the Government.

In response to a suggestion that public involvement should be encouraged to help make the case for fair funding for the Borough, it was advised that there would be merit in publically motivated campaigns on issues such as UASC but it primarily rested with Councillors and officers to make the case along

with the support of local MPs. It was highlighted that cross party support, such as there was for fair funding for UASC helped to strengthen the case when made to central Government.

In response to a question about the Council working with the third and voluntary sectors, it was highlighted that there was a lot of good work carried out which provided an example of what could be achieved. There was a continuing move to increased levels of partnership working with the voluntary sector, particularly as part of a locality based model working with communities.

It was noted that the Council was spending money to bring services in-house and dismantling many of the previously large contracts to make them more accessible to local businesses. Evidence of this could been seen in the development of a new app for reporting fly-tipping that had been developed by a Croydon based business. In the instances where large contracts were still in place an obligation was included within the contract to use the local supply chain and local employment where possible. The Council had also recently launched the Easy Buy scheme for the procurement of small contracts which made them initially available on a local portal open to local businesses.

As it was noted that there was likely to be a profit made by Brick by Brick, the housing development company set up by the Council, it was questioned how this would be used. In response it was confirmed that as the Council was the sole shareholder in the company there was a degree of flexibility as to how any profits could be used. It could be reinvested back into the company to produce further housing, left as equity or taken out and used to fund another area of the Council.

It was noted that there were risks from having a property company such as the property market experiencing a downturn or a rate increase on borrowing. To mitigate against this, all the loans acquired to fund schemes were obtained at a fixed rate. It was an aim for Brick by Brick that it would make a profit from the schemes it delivered, which was assisted by the Council using its own land for projects, reducing the upfront cost of purchasing land. It was questioned whether any receipts from Brick by Brick would be included in the Financial Strategy. It was confirmed that it would not generally be accounted for in the base budget, with income from Brick by Brick included as a consideration rather than a presumption.

A change to how local government in funded from 2020/21 was being developed by the Government that would allow local authorities to retain 75% Business Rates raised above the current level. Although the final details for this scheme were still to be announced, the Council should be in a good position to generate income from the scheme.

The risk to maintaining the current level of balances was questioned, as there was a concerned that overspending in certain services would have an impact. It was advised that it was expected that the Council's balances would broadly remain the same over the four years of the new Financial Strategy, with the level of contingency increased from £1m to £2m in the 2018/19 budget. It was

suggested by the Committee that the level of contingency should be reviewed to ensure it was set at the appropriate level.

A Member expressed doubt about the sustainability of retaining the previous principle on taxation, which aimed to keep any increases either on or below the level of inflation, while maintaining the general fund balance at 5% of the total budget. As such it was questioned whether this would remain the same in the next Financial Strategy? In response it was advised that although it had yet to be finalised, it was likely that the rate of taxation would continue to be less than inflation. It was also advised that it was likely that capital receipts would become increasingly relevant to supporting the prevention programme and reducing future demand.

From a discussion on the principles used to inform the new Financial Strategy, it was suggested that it should include a principle around the use of any profit delivered by Brick by Brick to be transferred into reserves. It was also suggested that there should be a principle included on borrowing to cover how, why and when it was used.

As it was highlighted that the Council could in theory run its statutory services down while still meeting the current principles set in the Financial Strategy, it was suggested that a principle on statutory services being provided at a good standard should be considered. In response it was highlighted that the manifesto commitments included a thread of protecting services, but how they were delivered may be subject to change.

It was questioned whether there were any plans over the next four years to undertake a root and branch review of the Council's expenditure. It was confirmed that each part of the budget was challenged annually, however there was likely to be a change in the approach to how money was allocated, moving from a service by service approach to a more overarching funding model focussed on the budget required across services to address a particular issue.

Conclusion

The Committee agreed that the financial landscape for the Council remained challenging with the need to manage growth for services against a declining revenue base. It was also agreed that the principles informing the Financial Strategy needed to change to reflect the changing nature of local government.

Recommendations

The Scrutiny & Overview Committee agreed to make the following recommendations to the Cabinet:

1. That there should be a fundamental rethink on the underlying principles of the Financial Strategy.
2. A principle should be established to inform how any income delivered from Brick by Brick is spent.

3. A principle should be established around how the Council works with its partners, with a focus on local wealth building and on social value as well as economic benefit.

The principles should not be overcomplicated and effort should be made to ensure they are simple and understandable.

8/17 **Annual Complaints Report 2017/2018**

The Support Service Manager, Marion Leigh and the Complaints Manager, Clare Davies, were in attendance at the meeting to provide a summary of the Annual Complaints report and answer any questions arising. It was confirmed that Croydon Council operated a two stage Complaints Policy. In the first instance a complaint would be dealt with by the respective service and if the complainant did not think the response at this stage had resolved the issue, it would be escalated to the Corporate Complaints Team.

In terms of Stage 1 complaints, there had been an 8% reduction in the amount received over the past year. Response times had also improved with 88% answered within 20 working days against a target of 90%. The number of Stage 2 complaints had also decreased by 8% as well. Response times had also improved, but due to the complexity of the complaints at this stage only 39% had been answered with 20 working days.

The report included a summary of the statutory complaints for both Adult's and Children's Services as there were different procedures for complaints in these areas. Adult Services only had a one stage process, which had seen a reduction in the number of complaints received. The Children's Service had a three stage process. The complaints made at stage 1 had increased in 2017/2018, but there had been a reduction in complaints reaching stage 2 and 3.

The Committee agreed that in order to put the Council's performance into context, it would be very useful for future reports to include benchmarking data to allow comparison with the performance of other local authorities. In response, it was confirmed that although this data was not currently available, officers were in the process of developing a network with other Councils which would lead to future opportunities for benchmarking.

In response to a question about how the Council looked to learn from the complaints it received, it was confirmed that the Corporate Complaints team looked to work with departments to ensure that a timely response was provided to complaints and that were used to inform their own learning. As well as working directly with departments, the team also reviewed all complaints to look for overarching themes that might need action. For instance within the Benefits Service, there had been a reduction in the number of complaints received in 2017/18, but many had been related to the theme of delays. As such the team had been working with the Service on their processes and putting measures in place to address this issues.

It was questioned whether the details about complaints were left on file should it be upheld, as there was a concern that it may be difficult for the complainant to continue to access services. It was confirmed that the information was held within the Complaints system and it was important to ensure that the complainant could continue to access Council Services. If the complaint was of a sensitive nature, then it may be the case that the officer involved could be moved and another officer allocated to work with the complainant going forward.

Recommendations

The Scrutiny & Overview Committee agreed to make the following recommendations for future complaints reports:

1. That a section be added to the report detailing trends in complaints
2. That benchmarking data with other local authorities be included.
3. That a section be added on what has been learnt from the complaints during the year and how processes have changed as a result.

9/17   **Annual Scrutiny Report 2017/18**

The Committee received the Annual Scrutiny Report for 2017/18. It was noted that the report had been considered at a meeting of the Council on 9th July.

10/17   **Scrutiny Work Programme 2018-19**

The Committee considered its Work Programme for 2018-19. It was noted that the current version contained a draft programme and the relevant Chairs were working with officers at present to finalise items coming forward to the Committee and Sub-Committee throughout the year.

11/17   **Exclusion of the Press and Public**

Not Needed.

The meeting ended at 7.55 pm

Signed:
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Date:
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For general release

REPORT TO:	**Scrutiny and Overview Committee** **4th September 2018**
SUBJECT:	**Report of the Chief Executive / Head of Paid**
LEAD OFFICER:	**Jo Negrini, Chief Executive**
PERSON LEADING AT SCRUTINY COMMITTEE MEETING:	**Jo Negrini, Chief Executive** **Mandy Skinner, Programme Director** **Sue Moorman, Director of HR**
ORIGIN OF ITEM:	A request for an update from the Chair of Scrutiny
BRIEF FOR THE COMMITTEE:	*Members are invited to:* i) *Note the rationale for the development of the new operating model (NOM)* ii) *Note the overall approach and progress to date with the NOM* iii) *Note the planned next steps of the NOM* iv) *Note the workforce profile, feedback from the staff survey and planned next steps*

1. **EXECUTIVE SUMMARY**

1.1 The local elections on May 3rd returned a Labour administration to serve the borough of Croydon. The ambitions for the borough were described during the election and the commitments on which the Labour administration were returned will form the basis for the organisational delivery programme. The Council in September 2018 will set out its corporate plan detailing the vision and strategic priorities that will be delivered over the coming four years.

1.2 In response to both the challenges and opportunities facing the public sector, and Croydon more specifically, aligned to the development of the corporate plan work has been undertaken to develop the approach by which the priorities will be delivered. To achieve lasting change, the Council and its partners are working to align efforts to take a more preventative and collaborative approach; to ensure we support residents and communities to not only deal with current problems, but achieve better outcomes, independence and resilience.

1.3 This administration has a bold and ambitious agenda to be designed with and delivered in co-operation with our communities and partners. The corporate plan will set out what the Council will deliver; in parallel work on the Council's operational model will inform how we deliver, and how we work with residents and partners.

1.4   The Council's ability to successfully deliver for residents is dependent upon having a suitably skilled and representative workforce, who are enabled through a positive organisational culture. With the transformative change planned for our borough, it is crucial that the Council has a thorough knowledge and understanding of the current workforce and uses this to identify the skills, competencies and capacity needed for the future. This has been a key focus for the organisation, driven by a clear recognition that only through our workforce will we realise the ambitions for Croydon.

1.5   This report provides an update from the Head of Paid Service on two critical areas which are enablers to the delivery of the organisational priorities, the development of a new operational model with a clear and focused drive on prevention; and the Council's workforce.

2.   THE OPERATING MODEL

2.1   BACKGROUND & CONTEXT

2.1.1 Croydon Context

Croydon is a unique place to live and work, where the north of the borough shares many characteristics with inner-London and areas in the south reflect the outskirts of London. It is the greenest borough in London, with over 300 parks and open spaces. It is a rich, diverse and growing borough, with a current population of 382,304 - the second highest in London - with expected growth of the total population to reach 444,573 by 2031, an increase of 15%.

The transformation of the districts and our metropolitan centre, creating local jobs for our local residents is already well underway. Over five years, £9 billion is being invested, the largest investment programme of any city in England. Ensuring the growth brings benefits to the borough's residents, communities and business is key to ensuring Croydon's success. Not least as the Council has experienced an unprecedented reduction in central government grant funding as part of the national deficit reduction plan. Funding and grant reductions on a similar scale continue to be expected from national government in the future, but the Council continues to face rising demand for its services.

2.1.2 The Corporate Plan

The local elections on May 3rd returned a Labour administration to serve the London borough of Croydon. The ambitions for the borough were described during the election and in many cases were advanced during the previous administration from 2014-18. The commitments on which the Labour administration were returned will become the basis for the organisational delivery programme.

The corporate plan outlines the key Council priorities for the next four years (2018 – 2022), how they will be delivered, how they will be measured and describes the ways in which we will enable communities right across the borough. The plan is ambitious, building on the successes of the preceding four years, however it is realistic, and costed with an accompanying financial strategy.

The corporate plan will be built around a set of nine outcomes, which are set out below:

1. People live, long, healthy, happy and independent lives

2. Our young people thrive and reach their full potential

3. Good, decent, affordable homes for all

4. Everyone feels safer In their street, neighbourhood and home

5. A cleaner and more sustainable environment

6. Everyone has the opportunity to work and build their career

7. Businesses move here and invest, our existing businesses grow

8. An excellent transport network that is safe, reliable and accessible to all

9. We value the arts, culture, sport and activities

These priorities will be the focus for the organisation and our work with partners, the voluntary sector, our communities and residents - over next four years.

2.1.3 Challenges facing public services – the case for change

The current arrangement of public services is increasingly recognised as failing. The system is unable to meet the pressures and demands facing local government, pressures we see across the board – on children's services, adult social care, housing and the environment. These pressures are real and national.

The current system of public service delivery is complicated, fragmented, overly centralised and frequently fails to meet local needs. With such pressure, services are often designed to focus on acute needs of residents, which can create dependence, and often there is not sufficient focus on identifying needs at an early stage and the best point at which intervention will secure the best outcomes for local residents.

Whilst examples of local authorities reducing to the 'core', meeting just statutory requirements are emerging, we also see other models of public service. Genuine collaborative approaches with a focus on prevention and early intervention, where the Council, and partners, take a holistic view of issues and work with communities to address these. Croydon has this opportunity; to deliver the Council's corporate plan priorities by designing services to recognise and reflect differences in localities and take into account the resources, assets or very specific needs of neighbourhoods and communities.

Croydon is ideally placed to design a whole system model for the long term - optimising outcomes through redesigning services around the well-being and

choices of our residents, sharing resources and data, and embracing the digital agenda.

2.1.4 Direction of travel: design principles

Our residents are our greatest assets and in this section we show how we are already securing better outcomes and improving lives through a new model of service designed around the customer, through the application of the Gateway Service, Family Link and the One Croydon Alliance.

Supporting residents to be independent, communities to be resilient and working with partners to design services based around customer needs are already embedded in the Council's strategic and delivery frameworks. Our aim is to test the application of the models outlined in this section against a wider context.

The Gateway Service

The unique Gateway service was established in April 2015 to provide an integrated 'end-to-end' journey through Council services for households impacted by the welfare reforms and at risk of homelessness. It set out to provide a preventative, multidisciplinary, and outcome focussed response to households heading towards crisis, going beyond the presenting issues to assist customers to identify and achieve long-lasting solutions. Customers are considered holistically and a joined up financial, training/work and housing action plan is co-produced with the customer, who is encouraged to take responsibility, supported by a multi-disciplinary team.

Family Link

Family Link was set up in 2016 as a pilot to deliver an effective model to support vulnerable families and adults to improve their lives. A new team of 'link' workers was estaballished to co-ordinate support and interventions for these households. The aim of Family Link was to pilot a more co-ordinated approach by providing a central contact point and a multi-disciplinary approach through a single caseworker. The approach would set out to build family independence and resilience, whilst at the same time reducing costs by providing longer-lasting solutions. Since the pilot began in 2016, significant cost savings and cost avoidance have been generated. This has included several households with multiple children who could have ended up in foster care without intervention, evictions avoided, debts cleared and expensive residential or hospital stays avoided.

One Croydon Alliance

The One Croydon Alliance integrates health and social care and has a comprehensive framework that is focused on delivering more effective health and social care outcomes for older people. It brings together six commissioning bodies – the Council, Croydon Clinical Commissioning Group, Age UK Croydon, Croydon GP Collaborative, Croydon NHS Trust and the South London and Maudsley Mental Health NHS Foundation Trust in a 10 year

contractual arrangement. The aim is to ensure a financially sustainable economy with a transformed health and care system for Croydon residents.

One Croydon will deliver an integrated health and social care approach for over 65s through Outcome Based Commissioning (OBC) - a comprehensive outcomes framework developed through extensive consultation with local people on the outcomes they wanted to see. Commissioning for outcomes rather than activity allows services to be delivered in a personalised way, and is designed to focus on wellbeing. It enables providers to transform the way they deliver care and support by removing existing payment mechanisms that can be barriers to integration and rewarding both value for money and delivery of better outcomes.

2.2 DESIGNING TO DELIVER

2.2.1 Key Themes

Delivering the Council's priorities and sustainable outcomes requires a new way of working. Building on the work already in place, the future model of service design and delivery will be characterised by the following themes:

- An organisational approach that is **outcome focused** and delivers long term, sustainable solutions for individuals and families to secure independence

- A shift from acute provision to an increase of **early intervention and prevention** activity

- Services tailored to **local need** and delivered close to home

- Services that are built around the customer need – from a **clear evidence base**

- Engaging residents and local communities in the design and, where appropriate, the delivery of services. **Enabling residents to have a say in the vision for their local areas**

- A **system wide approach**, with joint pooled resources and pathways operating across organisational boundaries and maximising the use of digital technology

2.2.2 System wide collaboration and outcome focus

A key role for the Council is leading the strategic direction for the borough, creating the conditions for improvement, ensuring our residents can be heard and galvanising the efforts of statutory and third sector partners and communities to deliver. Our aim is to identify the learning from our system wide approaches already operating and test the application in a wider setting. This will require the pooling of data and intelligence and a thorough and detailed understanding of organisational priorities, planned activity and processes.

This will require agreement on the outcomes that we want to secure for our residents. Prosperity and fairness are key to unlocking the potential of our residents and communities. Not just economic prosperity, but social capital and environmental benefit. Making a difference to people's lives will involve harnessing the growth already prevalent in the borough for the benefit of all Croydon residents.

Being 'smart' - digitally enabled and connected - will inevitably be part of the future for public service. Our residents increasingly expect transactional services to be available online, to do business with us when it is convenient for them. The same applies to our partners, stakeholders and the Croydon business community.

2.2.3 A proactive approach - a focus on prevention and early intervention

Our strategy for independence is based on prevention and early intervention. A risk based model that looks at the evidence behind 'presenting need' has been driving the work of the Gateway.

Identifying the signs for early intervention works best alongside proactive approaches to stopping issues becoming problems. Communication and campaigns to steer and signpost to self-help or support programmes are effective and achieve better outcomes especially when targeted at those at risk of escalating need and tackling the source rather than symptoms.

2.2.4 Services tailored to need and delivered closer to home

Given the variations in the issues and needs in the different localities across the borough, these factors should inform both the design of services and any commissioning intentions. This points to a differential model where services are designed to reflect need in localities and potentially delivered in different ways in different places.

As described above, the Council is already exploring this approach through the work of the Family Link in New Addington and Community Connect. To be effective in designing for outcomes we need to better understand our communities at a local level. A differential model does not mean different quality or standards, and must be accompanied by a coherent and consistent approach to customer service. Services are tailored to and based in the communities that they serve.

2.2.5 Evidence based decision-making

In order to collaborate effectively within the Council, with partners and with the community, we require a much more detailed picture of our borough, our people and our places. Across Croydon, there is a wealth of data available and the starting point for any changes to current processes will be an understanding and analysis of the physical and community assets, spend and demand by localities as well as understanding future opportunities and challenges.

2.2.6 Residents at the heart of what we do

We want residents, visitors and business to feel proud of living and operating in Croydon. And for that pride to be reflected in the way the Council works for residents - not just how our residents engage with the Council but the experience they have when they need services or support. For that we must ensure we create genuine opportunities for residents to be involved, to have a bigger say about the issues that matter to them, to engage residents and local communities in the design and, where appropriate, the delivery of services.

2.4 CURRENT POSITION & NEXT STEPS

2.4.1 Current Position

There are four components to the operating model work:

- Overall design - continuing to develop our business intelligence, including with our partners and confirming the understanding with communities

- Testing and projects – using locality pilot projects to trial integrated ways of working and bringing services and programmes closer to where people need them.

- Service design – reviewing all our services through a model of prevention and early intervention

- Systems and processes – reviewing our corporate management and operational approaches to how we work, for example, commissioning, performance management and financial management.

2.4.2 Next steps

The Corporate Plan will be signed off in September and we will then move into a testing phase, where we will set up the first of our "Gateway Hubs", which will develop a locality approach in Thornton Heath focused on children, families and vulnerable adults. We are currently identifying a suitable base for these services and developing a specification with partners, with the aim of this being operational by the end of December. The establishment of a hub in New Addington focused on health and employment and a third in the south of borough focused on health and social isolation will follow.

3. WORKFORCE UPDATE

3.1. Background

This section of the report provides an overview of the workforce profile, sets out the achievements made towards developing an inclusive culture, and highlights planned improvements to employ a workforce that is representative at all levels.

This section outlines key data for the workforce and responds to:

- What is our staff profile?

- How do staff feel about opportunities, inclusivity and working for the organisation and how this has changed over three years?

- How we compare with others?

- What action have we led to support positive progress?

- What has been the impact?

- What more do we need to do?

The Council has created the conditions over the last two years to support and retain its workforce talent, demonstrate positive engagement and an inclusive culture. It is recognised that there is more to do but we can be encouraged by some of the positive indicators for change.

3.2 What is our staff profile?

The Council has a workforce of 3132 employees. Analysing our workforce profile data over the last three years, the following trends can be seen:

- In common with most local authorities we employ proportionally more women and this has stayed broadly constant over the last three years

- Declared BAME representation in the workforce has increased from 39.5% to 42.6% over the past three years

- Compared to the community, the highest level of under representation in the workforce is from the Asian community

- Declared white representation in the workforce has fallen from 60% to 57% over the past three years

- The representation of employees with a declared disability is broadly comparable with the working age population and has remained at the same level over the past three years

- Sexual orientation is monitored within the workforce but is not part of the census data collection, so cannot be tracked against the Croydon population. 5% of the workforce declared a sexual orientation other than heterosexual/straight but a further 8% have positively declared that they prefer not to say.

Monitoring the workforce distribution against pay data, tells us that:

- Women and employees with a disability are broadly represented across each pay band in line with the workforce distribution across the pay bands

- BAME staff are under-represented in the pay bands above £55,000 though there has been some small but positive change over the past three years

Further information is available in Appendix A - Croydon workforce profile.

Non-disclosure rates for LBC are high at 25% for ethnicity rising to 36% for sexuality and 40% for disability. This is statistically significant when analysing data. Action is being taken to improve the disclosure data and the steps we will take are set out later in the report.

3.3 How staff feel about opportunity, inclusivity and working for Croydon?

3.3.1 Staff Survey

The Council has undertaken two staff surveys over the last three years one in 2015 and most recently in early 2018.

The last survey achieved a strong return rate of 75%, which is a positive improvement since the last survey which was 46%. The response rate was consistent across each department in the Council, which has ensured this provided a good overview across the organisation.

There has been a positive trajectory and narrative in key staff perception indicators over the last three years. It has been possible to correlate some key question responses across the two surveys as follows:-

2015 Question	2018 Question	2015 %	2018 %
Job Satisfaction (Q3)	I look forward to coming to work	81%	83%
Been given realistic and achievable goals (Q28)	I have enough time to carry out my appraisal objectives	61%	69%
Senior Leadership clearly communicates the direction in which the organisation is moving (Q31)	Senior leaders effectively communicate the Council's priorities – overall	56%	67%
I feel my appraisal results accurately reflect my performance (Q44)	I believe my appraisal is carried out in an open & meaningful way	66%	79%
OVERALL MANAGEMENT (aggregating several engagement-related questions)	OVERALL MANAGEMENT (aggregating several engagement-related questions)	56%	74%
I am confident I will have a successful career at my organisation (Q6)	OVERALL LEARNING & DEVELOPMENT (aggregating all L&D-related questions)	36%	51%
My organisation has consistently treated me well (Q1)	OVERALL EQUALITYTheme Aggregation	61%	75%
Job makes good use of my skills and ability (Q14)	OVERALL ENABLING Theme Aggregation	72%	82%
My manager communicates well with me, giving me clear feedback on my work and performance (Q11)	My Line Manager gives me helpful feedback on my performance	69%	86%
Work-life balance (Q22)	I have a good work/life balance	60%	82%
Leaders live the Council's Values (Q32)	I see our corporate values being upheld by (my HOS, my Director, my Executive Director, my Chief Executive	51%	72%
Proud to work here (Q39)	I am proud to work for Croydon Council	62%	91%
Employees' opinions influence decision-making (Q21)	I feel free to express my views openly – overall	41%	67%
I frequently help others with heavy workloads	I am willing to help my colleagues if they ask	88%	98%

(Q7)	for it		
Believe in the Council's Values (Q20)	I uphold the Council's values every day	75%	97%
Understand the connection between my work and my organisation's strategy (Q13)	I understand how my role contributes to the performance of my service	75%	91%

Other notable headlines from the 2018 survey are:

- 88% of workforce would recommend Croydon Council as an inclusive employer

- 92% of workforce feel valued by their team. At the Council team working is exceptionally robust on a 'team by team' basis across the organisation, with staff feeling free to express views openly within their team and with their line manager

- 87% of workforce feel valued by their line manager

- 94% feel free to express views with their team, 88% feel free to express views with their manager. We want to understand more about this difference and look at how we can make this more effective

- 80% majority of staff surveyed have reported they have a manageable work/life balance and are feeling positive about their mental health and are aware of the support available at work.

These aspects are known to predict a heightened sense of motivation and job satisfaction and this is reflected in the results

There are some areas that we need to do more to support, including:

- While most staff believe their manager would actively support their career progression within the Council, only 23% feel that there are opportunities for upward mobility within the Council especially to the senior management level

- In addition staff perceive that our policies and practices around the implementation of secondments and promotions are inconsistent

Further information is available in Appendix B - Staff Survey.

3.3.2 Leadership Conferences

An annual leadership conference is held and provides an opportunity for the Leader, the Chief Executive and Executive Leadership Team to engage with the management cohort on key organisational issues (tiers 1-3 in the Council).

This year's conference took place on the 8th March 2018 and 122 senior and middle managers attended.

The evaluation was positive with key highlights identified as:-

- 100% of staff found the conference energising, motivating and informative

- 96% of staff felt they were able to voice their ideas in an open and honest way

- 96% of staff know how they are going to take discussions forward with their staff

- 94% of staff are starting to think differently

- 88% of staff enjoyed the round table discussions

The conference is an important aspect of workforce engagement and ensures that key messages are being subsequently cascaded through the Council. The conference is valued by those attending with a strong theme of collaboration and opportunity to network with colleagues. Over the last three years the overall positive engagement factor on the value of the event has not fallen below 96%.

3.4   How do we compare with others?

3.4.1 Engagement

The exceptionally high participation rate of staff completing this survey indicates strong staff engagement across the Council. On average, response rates for staff survey across other boroughs with a similar size workforce is 60%, which is significantly lower than the 75% response rate we achieved.

Local authority	Workforce size	% response
Croydon Council	c.2800	75%
Kensington & Chelsea	2084	57%
Hounslow	2.500	62%
Royal Borough of Greenwich	3800	60%

3.5   What have we done in the last 2 years to improve workforce agenda?

3.5.1 Culture Plan:

We developed a culture plan with 10 objectives to help us achieve our vision – to '**create a collaborative, inclusive and creative environment which allows talent to flourish.'** It is championed and monitored through the Culture Board, which includes representatives of the six staff networks and the Executive Leadership Team and is chaired by the Chief Executive.

The 10 areas were:-

- A new appraisal process

- Promotion of flexible working

- Leadership capabilities and behaviours for the Council

- Skilled and capable workforce

- Developing corporate social responsibility

- Talent spotting and succession planning

- Fair and inclusive recruitment

- Enhancing internal promotion opportunities

- A representative workforce

- Performance reporting

3.5.2 Staff Networks:

We have continued to support our six staff diversity network groups within the Council who have championed change by their visibility of staff diversity through awareness raising events, communications campaigns and role modelling.

These are:-

- BAME staff network

- Disability staff network

- LGBT+ Allies staff network

- Mental health and wellbeing staff network

- Women's staff network

- Working carers' staff network

Currently 1000+, 30% of Council staff, are members of a staff network, which is an increase of 12% in 2017-18.

3.5.3 Leadership Development:

Since 2015, Croydon Council has introduced 4 different leadership development programmes, 1 generic, 2 levels of BAME and 1 women's, designed to support the changing needs of leadership and the cultural priorities of the organisation.

These are:-

- Leadership programme for Croydon

- Leadership effectiveness and Career development for BAME staff

- Women's leadership development programme

- Realising your potential and career development for aspiring BAME managers

As at May 2018, 224 participants have graduated, representing 7% of the current workforce. 89% of graduates have continued to work for the Council. Most leavers have proactively done so, to pursue career progression elsewhere

Of the 224 graduates, 120 are of BAME ethnicity, 54% of the total graduates. This is a positive representation overall of +10% when compared to Croydon Council's workforce profile. Of the 120 graduates, 63 graduates attended BAME-only programmes.

Of all BAME graduates:

- 16% reported permanent role changes

- 22% reported secondment/interim role changes

- 11% have left the organisation

Of all 224 graduates, 181 are female which 81% of total graduates is. This is a positive female representation of +14% when compared to Croydon Council's workforce profile. 71 graduates attended a women-only programme.

Of all female graduates:

- 24% reported permanent role changes

- 23% reported secondment/interim role changes

- 10% have left the organisation

Of all 224 graduates, 43 are male (19% of total graduates). This is -15% representation when compared to Croydon Council's workforce profile*.

Of all male graduates:

- 32% reported permanent role changes

- 2% have reported secondment/interim role changes

- 12% have left the organisation

Only 3 graduates have disclosed disability status (1.3% of total graduates).

3.5.4 Disability Confident Employer:

We are accredited as a Disability Confident Employer (since 2017) and have worked with our Disability Network Group internally and with the community in promoting good practice and training managers.

3.5.5   Flexible Working:

We have maintained **timewise accreditation** as a flexible working borough and are continuing to advocate and promote flexible and agile working for our existing workforce and potential employees. In addition, we have been a 'default' agile working employer since 2016 and have been enabling new employees to request formal flexible working patterns from the start date of employment. We also support employees with leave for family issues including caring and premature birth with refreshed policies and practices.

3.5.6 ENEI Silver Status Award:

We achieved the Employers Network for Equality and Inclusion silver status award in 2017. This award highlighted our achievements in equality and diversity in the previous year.

3.5.7 Appraisals:

Recognising that a positive appraisal experience is critical to feeling motivated at work we launched a new appraisal process for the 2017/18 cycle with the following aims:-

- To decouple appraisal outcomes from pay and reward

- To create a focus on development with managers and staff taking equal responsibility for successful outcomes

- A greater emphasis on both the staff member and their line manager developing objectives together

- A move to four, clearer appraisal ratings to reduce ambiguity

3.6   What has been the impact?

3.6.1 Culture Plan

There has been positive progress against the 10 priorities, and the notable headlines are:-

- In 2018 72% of staff say senior leaders uphold our Council values – up from 52% in 2015

  In 2018 78% of respondents of the staff survey stated that they have flexibility in how and where they work

- 15 out of 38 delegates on the women's leadership programme been promoted

- 18 out of 63 delegates on the BAME leadership programme have been promoted

- Better use of secondments to grow internal capability with 72 secondments advertised in 2017

A full summary of progress is set out in Appendix C

3.6.2 Staff Networks

Staff networks now work in closer collaboration with one another and with the community, addressing intersectional issues e.g. highlighting the links between staff mental health and disability, caring responsibilities, race and/or gender issues.

Staff networks continue to shape the big decisions which affect everyone at Croydon Council including:

- Staff development

- Mental health at work

- Guidance for managers (LGBT,disability, menopause)

- 2018 staff survey

The staff networks are self-organised groups, with senior manager sponsorship, who work together to support the organisation in its drive for an engaged, motivated and representative workforce.

The annual report of staff network activities is attached as Appendix D

3.6.3 Stonewall Workplace Equality Index

2018 marked our highest placing for Stonewall. We achieved a placing of 124 out of 434 employers entered, placing us in the top 30% of employers.

3.6.4 Leadership Programmes

42% of graduates have successfully pursued career progression within the Council, either through promotion, successful retention after service restructure, secondments or interim role changes, i.e. 'acting up'. 6% of graduates have had more than 1 role change within the Council.

An additional 12 participants have just graduated the 'Realising Your Potential' programme (BAME) and are therefore currently not included in this tracking data. 24 participants on the 'Leading the Croydon Way' programme are expected to graduate in September 2018.

3.6.5 ENEI

Gold standard award as Overall Employer of the Year – Public Sector 2018, Apprenticeship of the year 2018 and shortlisted by the Personnel Today awards for our apprenticeship and mental health programmes. This is external recognition for the good work being done to create a positive and inclusive work

place.

3.6.6 Appraisals

This year the results saw 88% of end of year appraisals submitted, of which 70% were submitted by deadline, which was a 29% increase on last year and one month earlier than previous years.

For the 'exceeds' appraisal category, there is a trend over the last three years for female staff to have a higher representation (+4%) than male staff. However over the same period BAME and part-time staff groups are less likely to have an 'exceeds' rating but have higher representation at the 'met' rating when compared to the rest of the workforce.

3.6.7 Staff profile

Between 2015 and 2018 there has been a small but sustained positive change in the representation of our workforce profile. This suggests that whilst more effort is required to increase the impact, the organisation is starting to focus on the right initiatives. At an organisational level, we are representative across female, BAME and disability staff, as compared with the last census return in 2011. It is recognised that there is not an equal distribution across all levels in the organisation.

The Council has an external requirement of reporting workforce profile against the following pay bands:-

- Under £36k

- £36 – £55k

- £55 - £95k

- £95k +

Against this framework we have seen the following changes:

- Female - since 2015, there has been a minor decrease in the profile overall and this remains broadly reflective and is representative across the reportable salary bands.

- BAME - since 2015, there has been a 3.16% increase in the profile overall and interestingly a small decrease of 5.78% at the lowest pay and a small but sustained increase of 5.53% across the middle bands. At the top salary band, there is only a reported 0.10% increase since 2015.

- Disability – since 2015 the workforce remains broadly reflective but does decline in representation at the most senior levels. Though it is important to note that our highest level of non-disclosure is for declared disability.

The progress made on gender representation is indicative of the reality that it

takes time to embed sustainable change. We have a strong story to tell on representative gender balance across the Council. We continue to learn the lessons and apply these to all aspects of protected characteristics in our current and aspiring workforce.

Further information is available in Appendix E - workforce profile by pay range.

3.7   What more do we need to do?

3.7.1 Disclosure rates:

The current high percentage of non-disclosure does impact on the accuracy of the analysis on how our workforce representation is changing. A high performing organisation should aim for a non- disclosure rates of under 10%.

It is acknowledged that Croydon's data set is negatively impacted by the technical issue of data collection and has exacerbated the level of underlying non-disclosure. To resolve this issue:

- We are launching a campaign to increase disclosure, which is supported by staff networks and trade unions.

- The campaign has been designed with the behavioural science team and the aim is to increase the disclosure of equalities data (sexual orientation, religion, disability, ethnicity) from 70% to 80% by the end of November 2018

- This will be complemented by the planned data cleanse in preparation for new Oracle Fusion systems implementation

3.7.2 Pace of change:

Representative change in the workforce profile is slow, e.g. BAME increased representation in senior leadership. Croydon Council has already responded to this by promoting positive action initiatives such as the targeted leadership programmes. However to increase impact we are planning to:-

- Create workforce targets to track workforce profile at all levels

- Establish a workforce equalities group to include representatives from HR, unions and staff networks which will monitor and feedback on positive initiatives

- Train key workforce representatives in recruitment practice to seek to ensure a diverse panel at all interviews

3.7.3 Appraisals:

Trends across appraisal ratings show that since removing the attachment of performance related pay we can see a reduction in staff members being recognised as 'exceeds' and an increase in those achieving the 'met' rating. We need to understand this more and ensure quality and impact of conversations.

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- We will ensure unconscious bias training is completed by all staff, complemented by 360 degree and psychometric feedback for managers

- Provide and promote management guidance for appraisals

3.7.4 Leadership Development:

A new leadership offer is being developed for all levels within the organisation. This will be a three phased initiative:

- Phase 1 – A 'back to basics' initiative in August ensuring the Council is meeting its statutory and mandatory training obligations

- Phase 2 - Launching a talent management and career development offer

- Phase 3 - A continuous professional development offer, including a new leadership development offer to respond to our current and future leadership needs

We will continue to offer the two positive action leadership programmes and will work closely with the disability network to understand how best to improve leadership development support for staff with disability/long term illness.

3.7.5 Recruitment campaign:

There is opportunity to strengthen the Council's recruitment presence and brand in relation to diversity and inclusion. In response, we are commissioning TMP to support the creation of a positive recruitment brand for Croydon. The aim is to cretae an inclusive attraction campaign for the autumn, that supports our aspiration for diverse candidate pools for all vacancies.

4. Appendices

- Appendix A Croydon workforce profile

- Appendix B Staff Survey

- Appendix C Culture plan objectives

- Appendix D Annual report of staff network activities

- Appendix E Workforce profile by pay range

CONTACT OFFICER: Warren Leigh, Lead of the Programme Office for the New Operating Model & Sue Moorman, Director of HR

| Croydon workforce profile – last 3 years | | | | Appendix A |

Gender	Residents (2011)	Workforce (2015/16)	Workforce (2016/17)	Workforce (Jul '18)
Female	51.50%	66.57%	65.61%	66.19%
Male	48.50%	33.43%	34.39%	33.81%
Total	100.00%	100.00%	100.00%	100.00%

Declared Ethnicity	Residents (2011)	Workforce (2015/16)	Workforce (2016/17)	Workforce (Jul '18)
Any Other	1.76%	3.88%	3.82%	3.33%
Any other Asian background	4.85%	1.73%	1.59%	1.67%
Asian or Asian British - Bangladeshi	0.71%	0.63%	0.64%	0.60%
Asian or Asian British - Chinese	1.08%	0.47%	0.47%	0.43%
Asian or Asian British - Indian	6.79%	3.26%	3.13%	3.29%
Asian or Asian British - Pakistani	2.99%	0.80%	0.81%	0.86%
Black or Black British - African	7.98%	9.09%	10.08%	10.22%
Any other Black background	3.57%	2.23%	1.89%	2.31%
Black or Black British - Caribbean	8.62%	13.02%	13.68%	14.49%
Mixed - Any other mixed background	1.60%	1.29%	1.37%	1.54%
Mixed - White and Asian	1.41%	1.07%	1.20%	1.28%
Mixed - White and Black African	0.90%	0.51%	0.56%	0.51%
Mixed - White and Black Caribbean	2.66%	1.49%	1.84%	2.05%
Other - Arab	0.00%	0.00%	0.00%	0.04%
BAME	**44.92%**	**39.47%**	**41.08%**	**42.63%**
White - Any other White background	6.29%	4.55%	4.76%	4.92%
White - British	47.26%	53.41%	51.67%	49.76%
White - Gypsy or Irish Traveller	0.06%	0.03%	0.04%	0.04%
White - Irish	1.48%	2.13%	1.80%	1.84%
White	**55.09%**	**60.12%**	**58.28%**	**56.56%**
Prefer not to say	0.00%	0.41%	0.64%	0.81%
Total	**100%**	**100%**	**100%**	**100%**

Declared Disability	Residents (Working Age 2011)	Workforce (2015/16)	Workforce (2016/17)	Workforce (Jul '18)
Declared Disability	8.00%	8.78%	8.41%	8.17%
No Disability	92.00%	89.67%	90.12%	90.35%
Prefer Not To say		1.55%	1.47%	1.48%
	100.00%	**100.00%**	**100.00%**	**100.00%**

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2018 Staff Engagement Survey

Council-wide report
26 March 2018

Delivering for Croydon | **CROYDON**
www.croydon.gov.uk

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Message from Jo Negrini, Chief Executive

Dear colleagues,

I want to acknowledge the very high rate of completion of the recent staff survey at 75%. This is well above other authorities who often struggle to reach 50%. I am now happy to share the results of what you have said and to work with you to shape our future together.

There is a lot of positive feedback within the survey particularly about so many staff living the values and being willing to help colleagues. At the same time I can see opportunities for us to do more and I want to work with you to develop ideas in response to the findings.

This is really important to me, as your views on the organisation, how you feel about working here and how confident you are in the leadership of the council will help shape what we do next. We want to be a good council that nurtures its talent and delivers excellent services for our residents.

Your Directors will receive divisional reports at the beginning of April with a plan to ensure local conversations occur to work out what these results mean for you and your teams and action plans are developed in every area in the Council; you will also have the opportunity to celebrate your strengths.

It is important that the results here can help us to understand what we do next and I am very keen that you have an opportunity to do this over the coming weeks. Please read the report carefully and feed your thoughts back in to how we should use these results.

Jo Negrini

About the 2018 Staff Engagement Survey

Eight factors have been identified as key themes to measure against for staff engagement within the 2018 staff survey. These themes represent the priority areas the organisation wants to encourage and continue to develop.

In addition, the questions in the survey were chosen in collaboration with all six staff networks groups (Women, Carers, LGBT+Allies, BAME, Mental Health and Wellbeing and Disability), Union reps, service planning ambassadors and members of the Culture Board.

To help shape our future direction we also asked you for your thoughts on 'Early Intervention & 'Prevention' and finally we asked you to respond to what matters most to you in free text.

The next steps following your review of this report is that the whole organisation will be engaged in activities with common aims of:

    i.   looking deeper and making meaning of the results

    ii.   deciding the things that you and your business areas feel most positive about

    iii.   deciding on the statements you and your business area feel are important opportunities for improvement

    iv.   Agreeing and implementing on 1-3 things you've commonly agreed to do for each improvement goal

    v.   Agreeing anything else you need to achieve the improvements we want

    vi.   Keeping a pulse on how we are doing

Guidance on reading the report

1. The qualitative section of the report is organised into the eight themed areas as mentioned earlier, you can choose to start on the theme that most interests you first or just review each one at a time.
    a. Was the result what you expected?
    b. Where there any surprises, validations?
    c. What meaning do you make of the results?

2. Results are sorted into the "positive" (i.e. "Strongly agree", "Agree", "Somewhat agree") and the "negative" (i.e. "Somewhat disagree", "Disagree" and "Strongly disagree"). There were a few "Yes/No" type questions and "Don't know" options, which are clearly spelt out.

3. Highlight anything that stands out for you for your reference in preparation for your next sets of conversations and future action plans.

Survey themes

Eight themes and 34 questions were identified that reflected those elements we needed to measure to understand how well we are doing which are:

Leadership – measuring the range of respondents who feel very positive about the embodiment of leadership throughout the organisation, both demonstrated by the people who live our corporate values and those who model leadership behaviours.

Management – measuring how much respondents say they are positive about the management structures that are there to enable them to perform well i.e. a positive regard for their line manager, appraisals, feedback and management policies.

Collaboration – measuring to what extent respondents feel that the council is a collaborative place to work in because people are willing to help each other and express their views honestly and openly at all levels.

Engagement – measuring how much respondents are positively engaged because they are proud to work here, they feel valued, they enjoy coming to work and they have good things to say about working in the Council.

Enabling – measuring how much respondents feel enabled to do their work because they understand how their role contributes to the performance of their service, and they are able to work flexibly and with the right tools.

Learning & Development – measuring what your perceptions of development opportunities are.

Equality – measuring how much respondents feel that the council is a place where they are treated fairly and equally, where they can be themselves without fear nor prejudice.

Work/Life balance – How you feel about your work/life balance, including Health & Wellbeing.
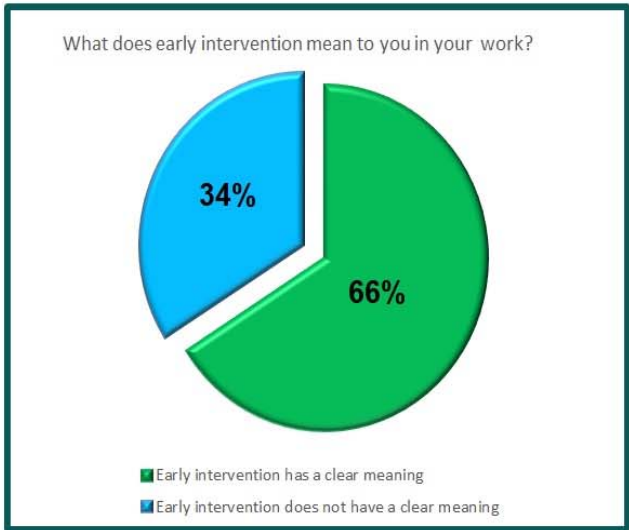
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"Community engagement & Participation"
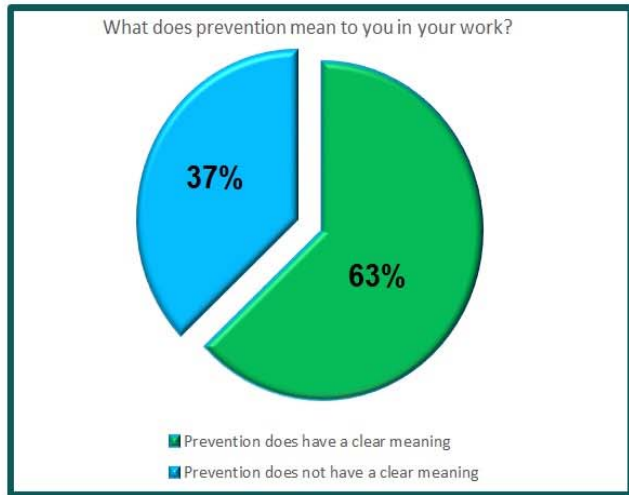
"Being prepared to act before being needed"

"To try & reduce the impact of a situation before something happens"

"Prevention is a major part of my work"

What does early intervention mean to you in your work?

34%

66%

- Early intervention has a clear meaning
- Early intervention does not have a clear meaning

"Preparation is key to prevention"

"Being proactive"

What does prevention mean to you in your work?

37%

63%

- Prevention does have a clear meaning
- Prevention does not have a clear meaning

"Forward planning"

"Promote initiatives that aim to improve personal resilience"

"Managing risk"

"Supporting people before they reach crisis point"

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6

The top 10 things that matter to you most

We asked you to tell us what would improve working at the Council for you. The top 10 things you told us were:

1. Improved ICT and support, better tools to do my job (*Enabling*)
2. Consistent management across the council, e.g. application of policies (*Equality, Management*)
3. More consistent applications of workplace approaches and practices– e.g. flexible working, meeting spaces, is hot-desking effective? (*Enabling, Management*)
4. Honesty, transparency, trust, openness, fairness, one team (*Equality, Leadership*)
5. Proactive leadership in thinking long-term, being visible, communicating often (*Leadership*)
6. More joined up working, finding out more about what other services do, working across teams (*Collaboration*)
7. Learning and Development for consistent management and for career development (*Learning & Development, Leadership*)
8. Pay grading and job definition that truly and fairly reflects what you do (*Enabling, Management*)
9. Better knowledge sharing between teams and services across the Council for the benefit of everyone (*Collaboration*)
10. Plan effectively so that enough people and resources are available to deliver services (*Work/life balance*)
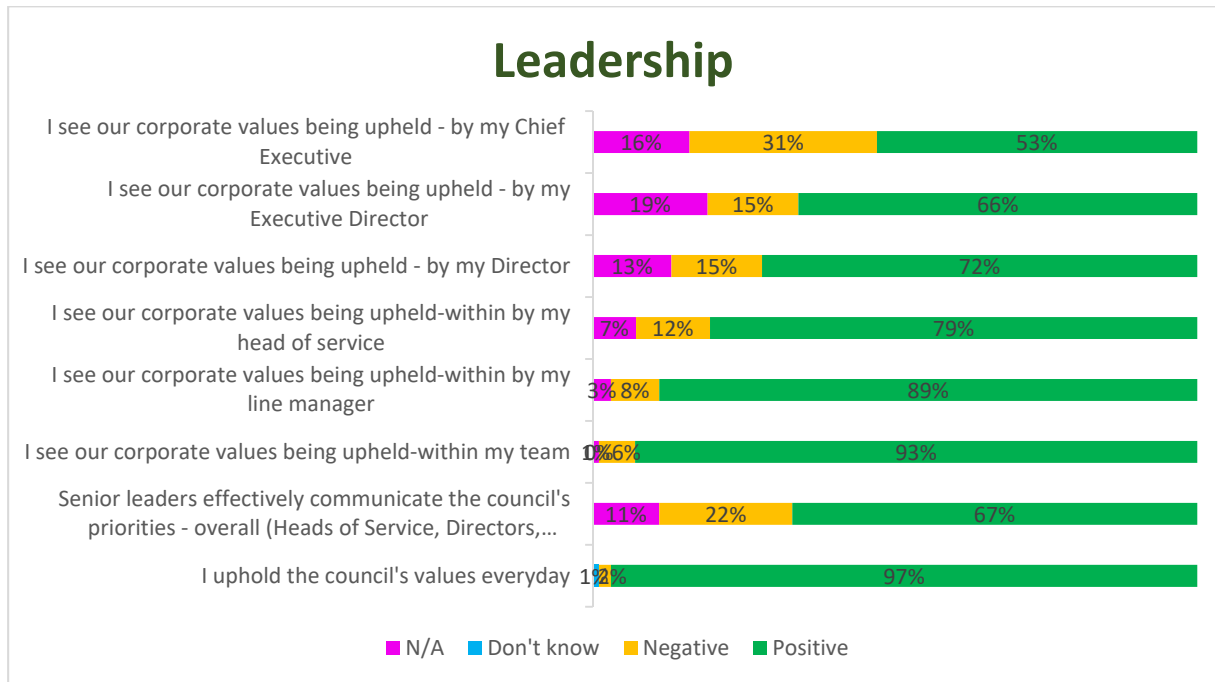
These 10 areas of concern are reflected broadly in your overall responses within the rest of the results and may inform what you and the business may decide to focus on.

For ease of interpretation, your responses have been grouped to the theme(s) they most closely reflect.

It would be good for you to consider these top 10 things as you review the rest of the report for sense checking and making meaning of the numbers that you see.

The Eight themes in a nutshell

The next section of this report reflects your overall rankings across all the questions grouped by the themes of: **Leadership, Management, Collaboration, Engagement, Enabling, Learning & development, Equality and Work/life balance**
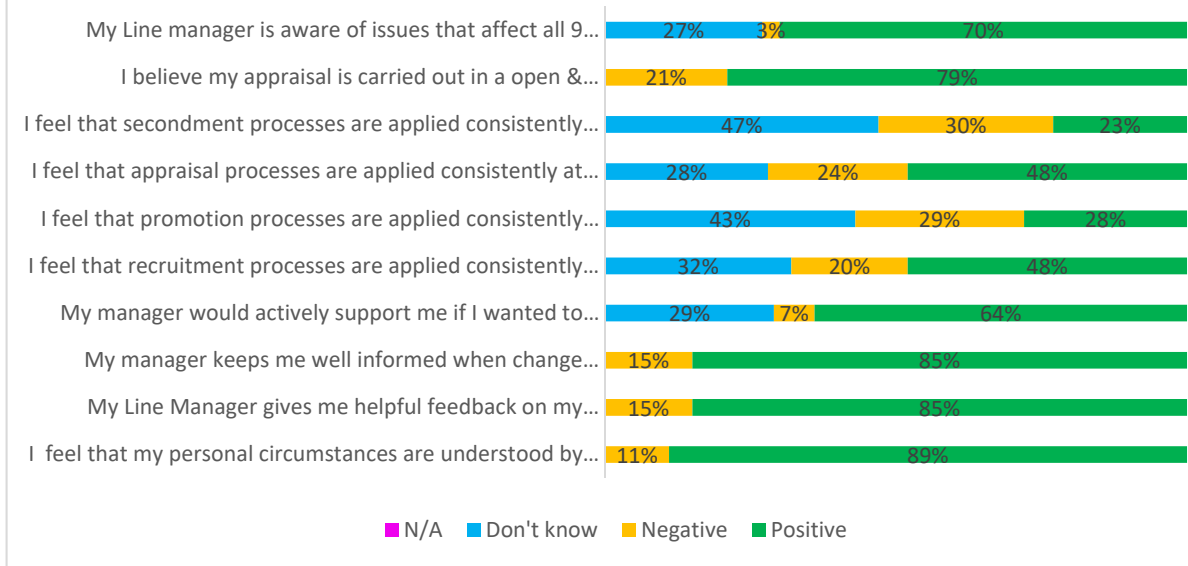
Leadership

Question	N/A	Negative	Positive
I see our corporate values being upheld - by my Chief Executive	16%	31%	53%
I see our corporate values being upheld - by my Executive Director	19%	15%	66%
I see our corporate values being upheld - by my Director	13%	15%	72%
I see our corporate values being upheld-within by my head of service	7%	12%	79%
I see our corporate values being upheld-within by my line manager	3%	8%	89%
I see our corporate values being upheld-within my team	1%	6%	93%
Senior leaders effectively communicate the council's priorities - overall (Heads of Service, Directors,…	11%	22%	67%
I uphold the council's values everyday	1% 2%		97%

Legend: ■ N/A ■ Don't know ■ Negative ■ Positive

Almost all staff surveyed, feel they are upholding the council's values every day and most staff see these demonstrated by their colleagues.

The results show that leaders are setting a strong example in terms of 'living our values', however the results show the more senior the leader, the harder it is for staff to form a clear opinion on this matter. This may be due in part to proximity to the senior levels of staff on a day to day basis. We can see this as an opportunity for senior leaders to increase their 'visibility'. This is important as this issue was ranked in the top ten things that mattered most to staff.

It is encouraging to see that many staff felt senior leaders effectively communicate the council's priorities. This needs to be an ongoing effort as it is ranked as number 5 in the top ten things that would improve working at the Council for you.

In light of continuing complex change, it is recognised that sustaining open and transparent communication channels across the organisation that encourage collaboration in the organisation.
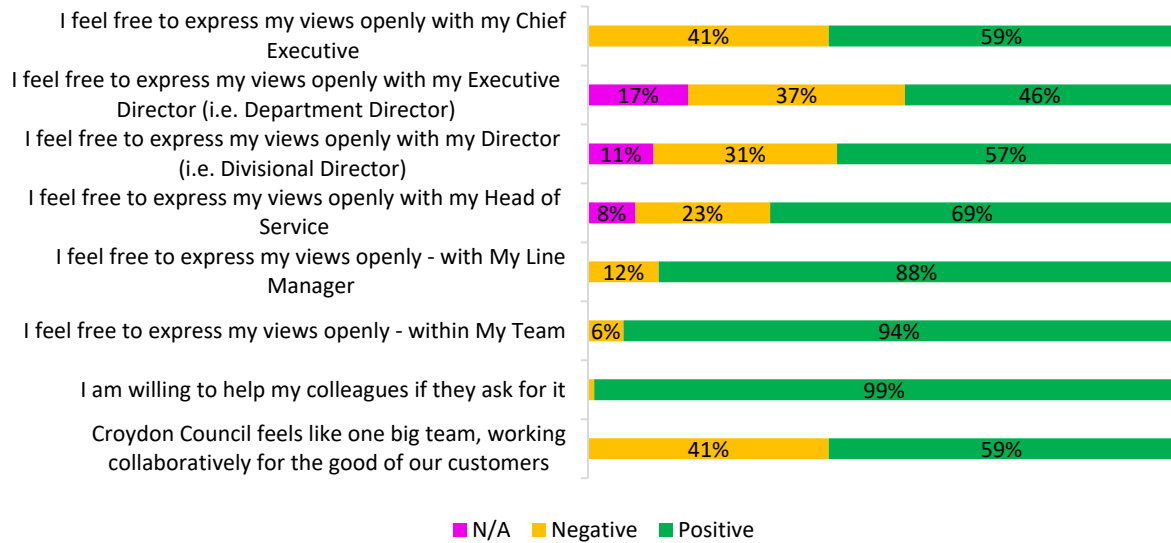
8

Management

Statement	Don't know	Negative	Positive
My Line manager is aware of issues that affect all 9…	27%	3%	70%
I believe my appraisal is carried out in a open &…		21%	79%
I feel that secondment processes are applied consistently…	47%	30%	23%
I feel that appraisal processes are applied consistently at…	28%	24%	48%
I feel that promotion processes are applied consistently…	43%	29%	28%
I feel that recruitment processes are applied consistently…	32%	20%	48%
My manager would actively support me if I wanted to…	29%	7%	64%
My manager keeps me well informed when change…		15%	85%
My Line Manager gives me helpful feedback on my…		15%	85%
I feel that my personal circumstances are understood by…		11%	89%

Legend: N/A · Don't know · Negative · Positive

In general, managers are reported to have a high level of awareness of issues relating to 'protected characteristics and understand the personal circumstances of most of their staff.

Across the organisation, most line managers are reported to be keeping staff well informed about changes that happen in the team and provide helpful performance feedback, including an open and meaningful appraisal. This bodes well for the organisation, as research shows the relationship between a staff member and their line manager has a strong influence upon retention and performance (Macleod t 2009).

Most staff believe their manager would actively support their career progression within the council. However there are challenges around secondments and promotion processes. We need to understand how policies are applied or how we can help feel supported through these processes.

Our staff relationships with line managers and their immediate teams are strong, however, there are opportunities to improve on our appraisal practices and processes, create more consistency in our employment practices to create favourable environment where talent can flourish. This is important in how we ensure that the organisation is supportive of all staff.
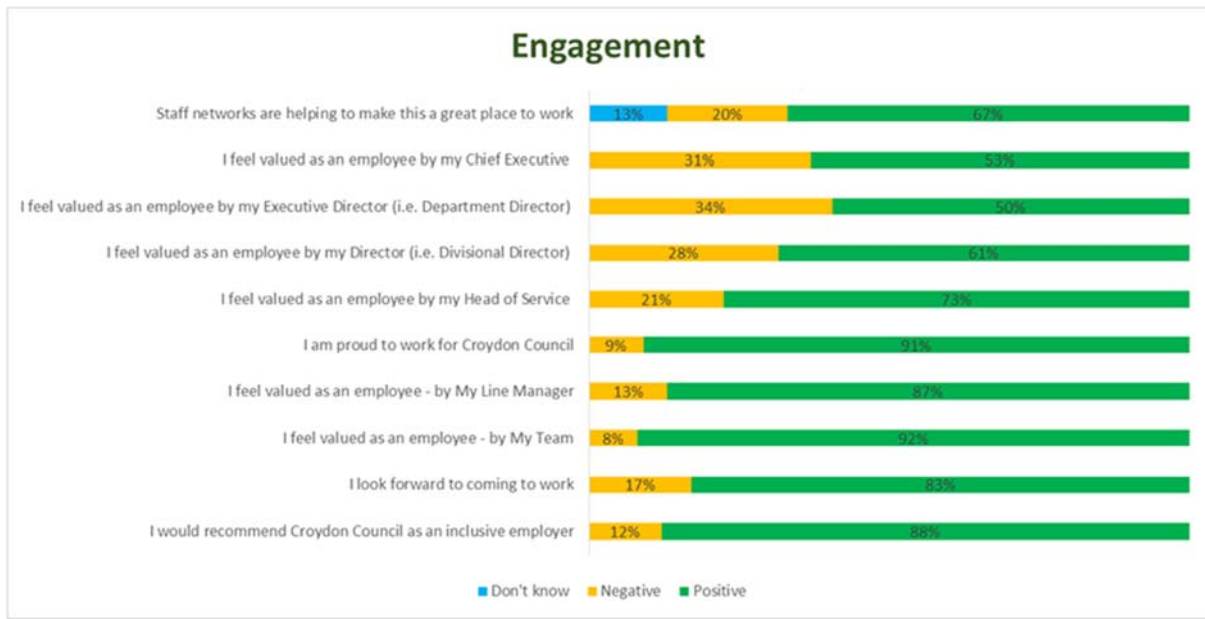
Collaboration

Question	N/A	Negative	Positive
I feel free to express my views openly with my Chief Executive		41%	59%
I feel free to express my views openly with my Executive Director (i.e. Department Director)	17%	37%	46%
I feel free to express my views openly with my Director (i.e. Divisional Director)	11%	31%	57%
I feel free to express my views openly with my Head of Service	8%	23%	69%
I feel free to express my views openly - with My Line Manager		12%	88%
I feel free to express my views openly - within My Team		6%	94%
I am willing to help my colleagues if they ask for it			99%
Croydon Council feels like one big team, working collaboratively for the good of our customers		41%	59%

■ N/A ■ Negative ■ Positive

In the UK context across all sectors only 30% of employees feel like they belong to a team or their role in that team is valued, while 78% do not feel they are involved in decision making and have a 'voice' in the workplace (HR review March 2018)

At the council team working is exceptionally robust on a 'team by team' basis across the organisation, with staff feeling free to express views openly within their team and with their line manager.

These aspects are known to predict a heightened sense of motivation and job satisfaction and this is reflected in the results. There are some areas here that we need to do more on about how we collaborate as an organisation. There is also an issue about how staff feel about expressing their views and again we want to look at how we can make this more effective.

An outstanding result is that 99% of our staff are willing to help each other.

Engagement

Question	Don't know	Negative	Positive
Staff networks are helping to make this a great place to work	13%	20%	67%
I feel valued as an employee by my Chief Executive		31%	53%
I feel valued as an employee by my Executive Director (i.e. Department Director)		34%	50%
I feel valued as an employee by my Director (i.e. Divisional Director)		28%	61%
I feel valued as an employee by my Head of Service		21%	73%
I am proud to work for Croydon Council		9%	91%
I feel valued as an employee - by My Line Manager		13%	87%
I feel valued as an employee - by My Team		8%	92%
I look forward to coming to work		17%	83%
I would recommend Croydon Council as an inclusive employer		12%	88%

■ Don't know ■ Negative ■ Positive

The line manager relationships are mostly strong. This is important as it correlates to performance so it is important that we look at how to improve this level of engagement and feelings of being valued.

The exceptionally high participation rate of staff completing this survey suggests strong staff engagement across the council. It is also noticeable that the results of feeling valued within teams is very high.

Awareness of staff networks continues to rise, with 1 in 4 staff taking up membership and advocacy as an inclusive employer is strong. Feedback confirms a strong sense of value received by staff from a majority of leaders, although again the more senior the leader, the harder it is for staff to form a clear opinion on this matter. We want to think about how we build engagement across all levels of the organisation.

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Enabling

Statement	Negative	Positive
I have flexibility on how and where I work	22%	78%
I have enough time to carry out my appraisal objectives	31%	69%
I have the tools and resources I need to get my job done	22%	78%
In my team, mistakes are used as an opportunity to learn rather than blame	16%	84%
I understand how my role contributes to the performance of my service	3%	97%

■ Negative   ■ Positive

There are positive signs that our agile working policy is being widely adopted across the council and more often than not mistakes are used to learn from rather than attribute blame. Most staff are clear how their personal roles contribute to the performance of their own service, although slightly fewer claim to be fully 'equipped' to complete their work.

Feedback suggests conflicting priorities may be impacting the completion of some appraisal objectives.

Almost all employees assert that they understand how their role contributes to the performance of their service, the impact that not having the right environment to work and/or tools can overtime erode the positive regard for the ability to get done.

Having the right tools and consistent policies in the application of work place policies has been ranked as number 1 & 2 of the most important things for staff to do a good job and is somewhat supported by the results of circa 1 in 4 staff of not feeling they have right tools/resources/time to do a good job.

Learning & Development

I feel that there are enough resources to help me to develop into senior management roles within Croydon Council	33% (Don't know) · 44% (Negative) · 23% (Positive)	
I know all about the different development resources available to me (e.g. Croydon Learning)	20% (Negative) · 80% (Positive)	

Legend: ■ Don't know ■ Negative ■ Positive
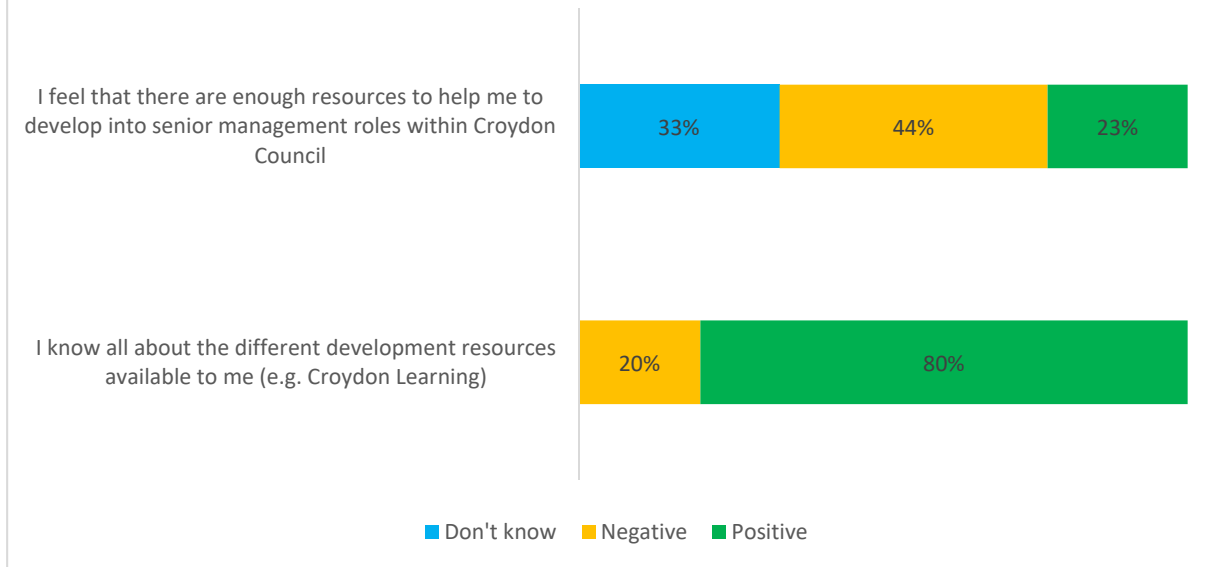
Although there is a high level of awareness about development resources available for staff, there is less apparent clarity of career opportunities and expectations.

There has been leadership development programmes, and in the last year, the decision to promote to senior posts internally first where possible. We want to understand how we can support all staff in their development. We want to look at whether the support required for staff to advance is about support, signposting or other factors and for ideas on how to address these.

As context, the audits that have been done by the Learning & Organisational development team show that significant number of people that have applied and completed a leadership development course and have applied for a new role have been successful.

Equality

Question	Negative	Positive
I have issues in the organisation relating to fairness & inclusion - e.g. discrimination, disability, sexual orientation, bullying, harassment, misconduct, etc.	41%	59%
I am comfortable talking about my personal circumstances with colleagues - e.g.. Women, race, mental health & wellbeing, sexual orientation, gender identity, disability, caring responsibilities etc.	18%	82%
If I have a workplace issue, I know what to do and who to talk to	18%	82%

■ N/A ■ Negative ■ Positive

The top result here around fairness and inclusion reveals that there is more that we need to do. As this is a broad question we are interested in understanding how we can respond to these results.

Our results suggest staff are now more able to talk freely about equality matters in the workplace and expect high standards of equality to become the norm.

This is reflected in the organisation being recognised as a 'Diversity Champion' following our recent Stonewall Diversity Index audit. However with just under half of those surveyed experiencing issues surrounding fairness and inclusion these aspects are highlighted as areas requiring further attention.

Worklife Balance

If I had any concerns affecting my mental health, I am aware of the support available in the workplace: Negative 21% | Positive 79%

I am feeling very positive about my mental health: Negative 14% | Positive 86%

I have a good worklife balance: Negative 20% | Positive 80%

Legend: ■ Negative ■ Positive
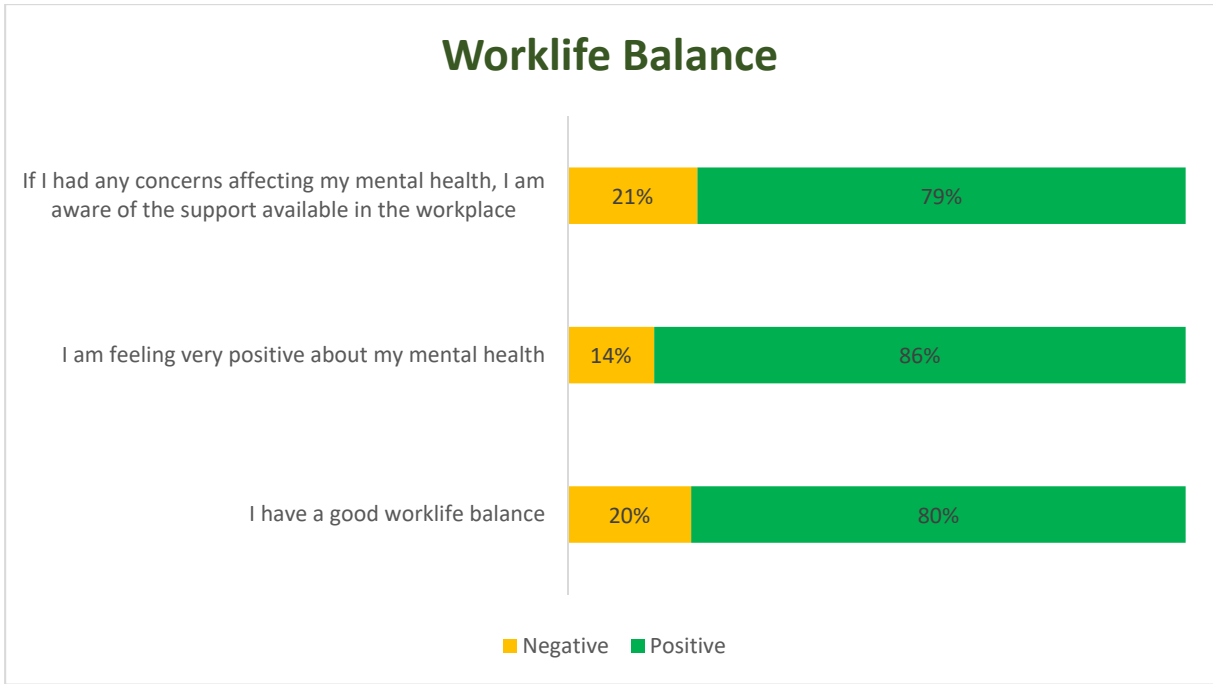
The best work-life balance is different for each of us because we all have different priorities and different lives.

However, at the core of an effective work-life balance definition are two key everyday concepts that are relevant to each of us. They are daily achievement and enjoyment.

It is positive that many people feel they have a good work life balance but we need to keep looking at this and to consider what else we can do to support those that do not feel this.

A majority of staff surveyed have reported they are managing their work/life balance and are feeling positive about their mental health and are aware of the support available at work. It will be important to continue to build upon the positive outcomes achieved so far, as satisfying a healthy work/life balance is known to have a positive impact upon performance.

15

2015 Question	2018 Question	2015 %	2018 %	
Job satisfaction (Q3)	I look forward to coming to work	81%	83%	⬆
Been given realistic and achievable goals (Q28)	I have enough time to carry out my appraisal objectives	61%	69%	⬆
Senior Leadership clearly communicates the direction in which the organisation is moving (Q31)	Senior leaders effectively communicate the council's priorities - overall	56%	67%	⬆
I feel my appraisal results accurately reflect my performance (Q44)	I believe my appraisal is carried out in an open & meaningful way	66%	79%	⬆
OVERALL ENGAGEMENT (aggregating several engagement-related questions)	OVERALL ENGAGEMENT (aggregating several engagement-related questions)	56%	74%	⬆
I am confident I will have a successful career at my organisation (Q6)	OVERALL LEARNING & DEVELOPMENT (aggregating all L&D-related questions)	36%	51%	⬆
My organisation has consistently treated me well (Q1)	OVERALL EQUALITY Theme Aggregation	61%	75%	⬆
Job makes good use of my skills and ability (Q14)	OVERALL ENABLING Theme Aggregation	72%	82%	⬆
My manager communicates well with me, giving me clear feedback on my work and performance (Q11)	My Line Manager gives me helpful feedback on my performance	69%	86%	⬆
Work-life balance (Q22)	I have a good work / life balance	60%	82%	⬆
Leaders live the Council's Values (Q32)	I see our corporate values being upheld by (my HoS, my Director, my Executive Director, My Chief Executive)	51%	72%	⬆
Proud to work here (Q39)	I am proud to work for Croydon Council	62%	91%	⬆
Employees' opinions influence decision-making (Q21)	I feel free to express my views openly - overall	41%	67%	⬆
I frequently help others with heavy workloads (Q7)	I am willing to help my colleagues if they ask for it	88%	98%	⬆
Believe in the Council's Values (Q20)	I uphold the Council's values every day	75%	97%	⬆
Understand the connection between my work and my organisation's strategy (Q13)	I understand how my role contributes to the performance of my service	75%	91%	⬆

# Next steps: Personal reflections

Start working with the survey data

Having read through the report, you may ask yourself, "this survey information is helpful, but how do we work with it?" What follows are few tips to get you started.

We strongly recommend:

a. you **reflect individually** on the information and b. you **join in on team and cross functional activities** that will arise from it.

b. Individual reflection
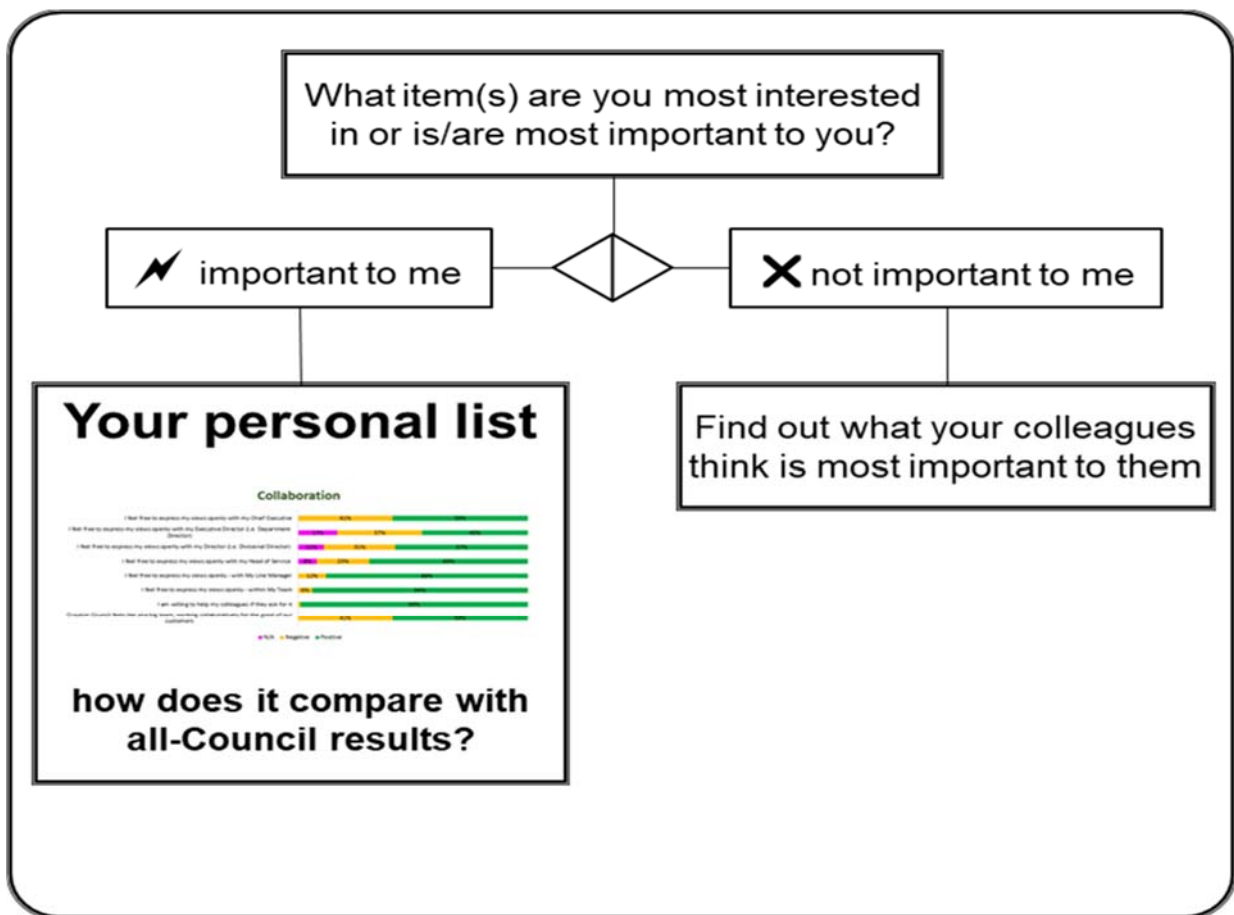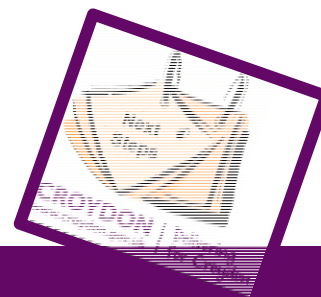
You said, we are going to do

council wide report shared with the culture board	March 26
Divisional level report sent to Directors	April 3
council wide report on intranet and staff communications	April 2-6
Briefing packs for action planning workshops for divisional management teams	April
DLT Presentations	April / May
DMT Presentations	April / May
Divisional Presentations to all staff	April / May
Network chairs leading staff conversations	April / May / June
DMT/Staff action planning workshops/focus groups	May / June
Incorporate action plans into service plans/appraisal objectives where applicable	May / June
Divisions will identify & share top 3 priorities that will inform the Target Operating Model (TOM) work and culture plan	June / July
Middle manager's conference: Jo Negrini to share thoughts on survey results/divisional action plans and relations ship on vision	June 14
Temperature check guidelines and template to be provided to divisions	Aug / Sept
Quarterly divisional temperature checks to measure progress against agreed actions	Sept 2018 Dec 2018 Mar 2019
Divisional summary temperature check results to be reviewed at culture board and ELT	TBD
Ongoing review to attend to next actions/showcased at all Divisional meetings	Ongoing

Working Together

If you have any questions about this report, please contact the Learning and Organisational Development team via corporatechange@croydon.gov.uk

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Culture plan priorities and next steps

The culture plan is designed to help us achieve **our vision – to 'create a collaborative, inclusive and creative environment which allows talent to flourish.'** It is championed and monitored by the culture board – which includes representatives of the six staff networks and the executive leadership team and is chaired by the chief executive."

In 2017 our staff networks, CLT and external partners, such as Stonewall and Employers Network for Equality and Inclusion (ENEI) agreed **the ten objectives** that staff felt mattered most about the way we, as an organisation, do things. The culture plan celebrates the steps we have taken so far towards achieving these objectives and identifies where there is still work to be done.

The culture plan also responds to the need to address issues of diversity at Croydon – making sure there is a focus on under-represented/over-represented groups. For example:

• Not enough BAME in senior management

• Under representation of women as planners

• Women – whilst represented at senior levels, this talent wasn't being grown internally

Through the real and tangible examples highlighted in this plan, there is a strong sense that good progress is being made towards developing the right culture at Croydon and that the senior leadership is listening.

Recent structural changes and the introduction of the new operating model within the council will mean new priorities and changes to the way we do things. We need all staff to actively participate in this change and the culture plan will help us to understand how we can work together better to deliver for our residents.

Creating the right culture is an ongoing process and difficult for any organisation to attain, even with the best intention and planning. Being awarded Overall Employer of the Year – Public Sector 2018 by the ENEI is a fantastic achievement and acknowledges our commitment to the process.

Our ten objectives

1. Implementation of a new appraisal process and support

To be achieved through

Development of new appraisal process.

All managers to undertake e-learning.

Progress

An increase in the number of managers undertaking the appraisal guidance e-learning module.

A new appraisal system was launched in 2017 and implemented in the 2018/19 financial period.

79% of staff believe their appraisal is carried out in an open and meaningful way — 2018 staff survey.

88% of appraisals submitted on time with a 29% improvement in timeliness of submissions in 2018.

85% of staff said their line manager gives them helpful feedback on their performance.

2. Promotion and endorsement of agile and flexible working

To be achieved through

Consideration of applications from candidates requesting flexible working on all job vacancies.

100% agreement to all formal flexible working requests unless there is a specific business or health and safety reason not to.

Progress

Our policies have been updated to show flexible working as the default position. A statement is also included in our recruitment adverts.

80% of staff feel positive about their work–life balance — 2018 staff survey.

79% of staff said that they have flexibility on how and where they work — 2018 staff survey.

72% of staff say that they actually can and do work flexibly — Sept 2017 intranet snap poll.

3. Develop and nurture the right leadership capabilities and behaviours for now and the future at all levels

To be achieved through

Refreshed leadership framework and programmes for all levels of staff.

Mentoring scheme launched in 2017.

Progress

72% of staff say they see senior leaders upholding our values — 2018 staff survey (up from 51% from 2015 staff survey).

All women who have secured secondments and/or permanent HOS or director roles within the last six months are graduates of our senior leadership programme.

Fivefold increase in mentor pool since launch.

Mentoring demand has doubled since launch.

4. Ensure a skilled and capable workforce with the right tools and support

To be achieved through

Talent development pathways mapped to role and service. Organisational-wide learning aligned to our future skills requirements.

Regular service-level skills checks to make sure effective development support is in place.

Progress

80% of staff feel they know about the different development resources available to them — 2018 staff survey.

15 out of 38 participants from the first 2 cohorts of the women's development programme have successfully gained internal promotions.

18 out of 63 BAME staff have also obtained promotions after completing the BAME programme.

All women that have secured secondments and/or permanent HOS or director roles within the last six months are graduates of our leadership programmes.

5. Corporate Social Responsibility (CSR)

To be achieved through

A clear CSR policy and plan.

Better promotion of our volunteering policy.

Progress

Task and finish group considering scope of CSR for the council.

Volunteering is on the rise with awareness campaigns run by the communications team and the staff networks.

6. Talent spotting and succession planning

To be achieved through

Promotion of secondment opportunities.

Introduce a succession planning policy as part of a talent management strategy.

Progress

There has been an increase in secondment opportunities (e.g. project and programme management) offered internally, which supports our commitment to growing our own talent to support future workforce needs. Successful placements have also reduced the dependency on agency staff.

7. Implement a fair and inclusive recruitment strategy and processes

To be achieved through

Revised job descriptions and person specifications.

Interview panels must be diverse.

Ensure all interview panel members have undergone the unconscious bias training.

A revised recruitment and retention strategy which includes sourcing options.

Progress

A council-wide unconscious bias learning programme has been launched with mandatory e-learning for all staff.

An updated diversity training programme will be released at the end of July.

These programmes will develop staff understanding of what discrimination looks and feels like and help address potential issues of unconscious bias.

8. A recruitment process that maximizes the chances of success for all suitable internal candidates

To be achieved through

Put in place mechanisms to ensure that transparent promotion pathways are established and publicised.

Review/revise recruitment process for senior officer recruitment.

Align leadership framework and development to future needs of the council.

Implement a talent management and succession planning strategy.

Progress

A significant increase in secondments and/ or promotions to senior posts especially for women. In the most senior roles there are still limited permanent promotions to director posts.
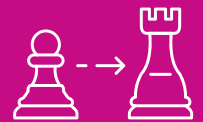
3 women have been promoted to director level and five into HOS roles in the past year. All have been graduates of one our leadership programmes.

9. Address over/under representations of all types aligned to our organisational aspirations

To be achieved through

Identifying areas where under representation exists and putting in place mechanisms to address this. Increasing the numbers of BAME and women staff in senior roles to be more reflective of Croydon is a priority.

Progress

Diversity at the director and above level has improved over the past year with women occupying 13 of the 25 posts. Representation at this level also includes 1 openly declared LGBT staff member, 1 staff member with a visible disability and 3 BAME staff (12% of roles).

At HOS level there is a good gender balance. Declared BAME representation is at just under 20% (15 out of 86) – at least 9 of these posts were recruited to within the last year representing a more than 100% increase.

13 BAME

staff attained permanent promotions and 5 obtained upward secondments in the past year after completing the BAME leadership development programme.

10. Clear and transparent set of KPI's

To be achieved through

Clear governance on diversity and inclusion.

Achievement of Equality Framework for Local Government 'excellent' status.

Creation and implementation of a clear and transparent diversity and inclusion monitoring process.

Promotion and support for the staff networks to achieve their aspirations as aligned with the council's vision.

Progress

Croydon won 3 awards at the Employers Network for Equality and Inclusion awards 2018:

Employee Network Group of the Year (Highly Commended): Mental Health and Wellbeing

Apprenticeships Award (Winner)

Overall winner 2018 – Public Sector (Winner)

As the Overall Winner 2018 – Public Sector we are the 'gold standard' for public sector diversity – a reflection of the strength of all our nominations, which included being shortlisted for the Impact Through Innovation Award for the development of guidance around menopause in the workplace.

The staff survey reports that **75%** of staff feel that they do not have any issues around inclusion and 66% are proud to work for the council.

We jumped a massive **95 places** in the 2017 Stonewall workplace equality index, ranking 124 out of the 434 organisations participated. This places us in the top 30%. We are aiming to be a top 100 employer by 2018 which will be a huge boost for our employer brand.

Council Staff Network Groups:

ACHIEVEMENTS | CHALLENGES | ASPIRATIONS

2017 – 2018 ANNUAL REPORT

Delivering for Croydon

CROYDON
www.croydon.gov.uk

Contents

Executive summary

The state of the networks - 4 years of growth

The networks held their 3rd annual staff networks celebration on 23 April 2018. The ambition demonstrated by this year's programme and the excellent attendance levels are a good indicator of the current strength of the networks.

- **Network celebration day:** 100+ visitors. Responses very positive.

- **Significant outside recognition:** the Council is ranked 124th in the Stonewall Workplace Index 2018, a leap up 95 places from 2016-17.

- At time of writing this report the organisation was shortlisted for 3 diversity awards by the Employer Network for Equality and Inclusion (ENEI).

- **Points of note following the 2018 Staff Survey:** the Council has to keep focussed on Equality, Diversity and Inclusion, and there is still work to be done to achieve maturity.

- Members across networks are growing increasingly confident that they can directly influence this organisational growth towards maturity, and this is what the networks are about.

- **Some key challenges remain:** staff chairs have highlighted challenges in connection with their respective networks, which require ongoing attention:

  - Disability network: low engagement levels, in spite of significant positive outcomes achieved this year.

  - Carers network: estimated high numbers of undeclared carers; low membership of male staff.

It was a pleasure to be part of such a joyful event

Andrew Slegg
Person-Centred Planning Co-ordinator and compere at the staff networks celebration
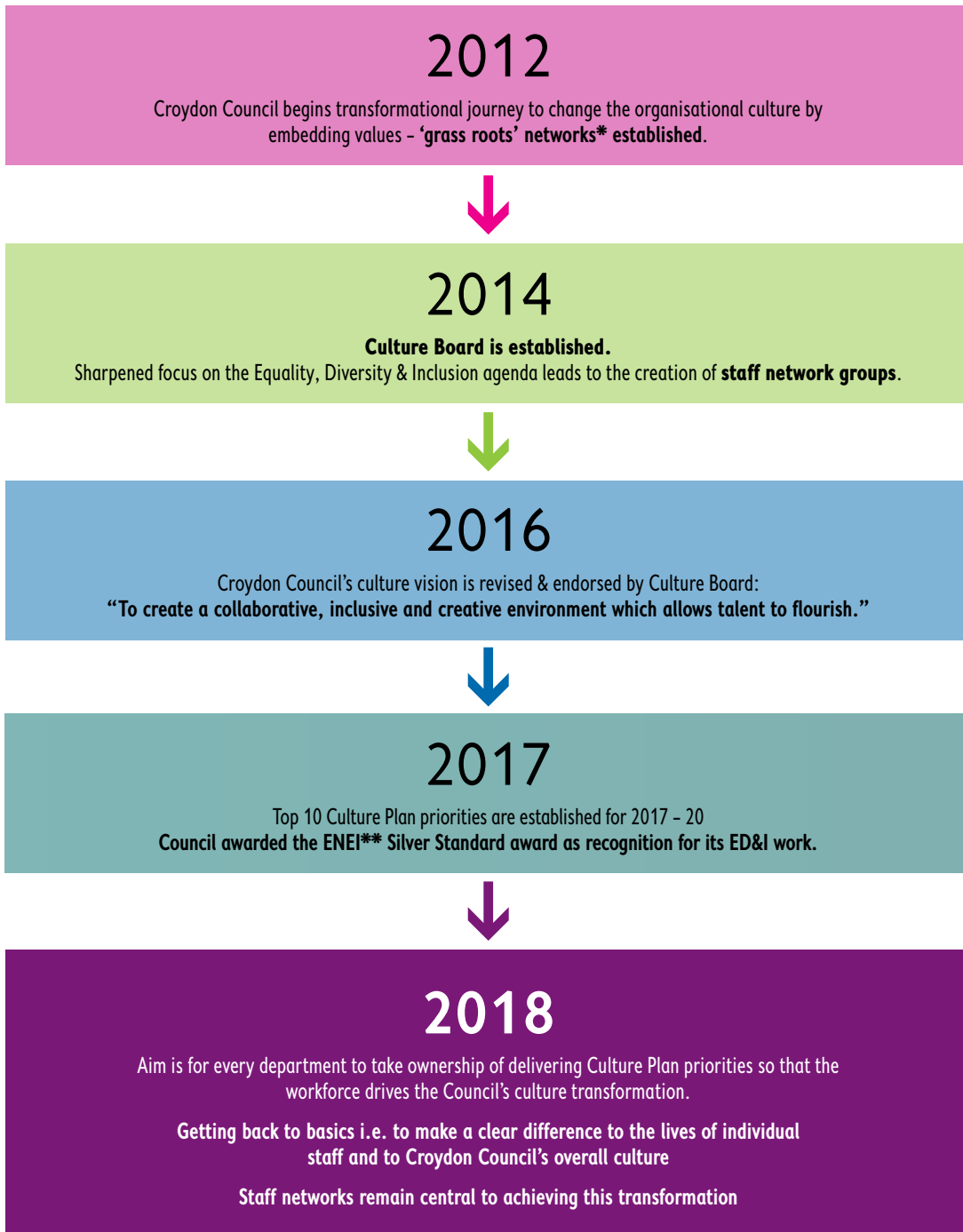
Headlines

- **1,000+** staff are members of a staff network – **that's 35% of council employees (↑ 12% since 2016-17)**
- Staff networks continue to shape the big decisions which affect everyone at Croydon Council.

Including:

- Staff development
- Mental health at work
- Guidance for managers (LGBT, Disability, Menopause)
- 2018 staff survey
- Each staff network held **many open events** throughout 2017-18, thus providing more opportunities for all staff to benefit.
- Networks now work in **closer collaboration** with one another and with the community, **addressing intersectional issues** e.g. highlighting the links between staff mental health and disability, caring responsibilities, race and/or gender issues.

Image: International Women's Day event, BOXPARK

2012-2018: The culture journey so far

2012

Croydon Council begins transformational journey to change the organisational culture by embedding values – **'grass roots' networks* established**.

⬇

2014

Culture Board is established.
Sharpened focus on the Equality, Diversity & Inclusion agenda leads to the creation of **staff network groups**.

⬇

2016

Croydon Council's culture vision is revised & endorsed by Culture Board:
"To create a collaborative, inclusive and creative environment which allows talent to flourish."

⬇

2017

Top 10 Culture Plan priorities are established for 2017 – 20
Council awarded the ENEI** Silver Standard award as recognition for its ED&I work.

⬇

2018

Aim is for every department to take ownership of delivering Culture Plan priorities so that the workforce drives the Council's culture transformation.

Getting back to basics i.e. to make a clear difference to the lives of individual staff and to Croydon Council's overall culture

Staff networks remain central to achieving this transformation

* LOV (Living Our Values) network and the WEN (Workforce Engagement Network) | ** Employers Network for Equality and Inclusion

2014: What were the challenges?

- Lack of engagement from staff

- Lack of awareness/knowledge/interest around diversity (mainly) from staff

- Mostly lack of professional or personal support or learning for staff from peers

- Limited promotion of diversity issues from senior management

- Limited promotion of diversity events/campaigns throughout the year

- High rates of non-disclosure from staff of diversity characteristics

What's happened since then (last 4 years)

- All groups give personal, professional and social support to their members

- Supporting career development of members now encouraged through development programmes and mentoring

- Promotion of diversity issues at the top of the organisation working with Culture Board, HR, L&OD and senior sponsors

- Raised everyday visibility of staff diversity and its implications through awareness-raising events, communications campaigns and role modelling

- Cross collaboration with other networks to bring learning across all aspects of diversity

- Each group now advises on policy issues affecting staff and our communities

- Engaging non-members and 'allies' in events and learning activities is on the increase

Image: Croydon PrideFest 2017

Breakdown by network
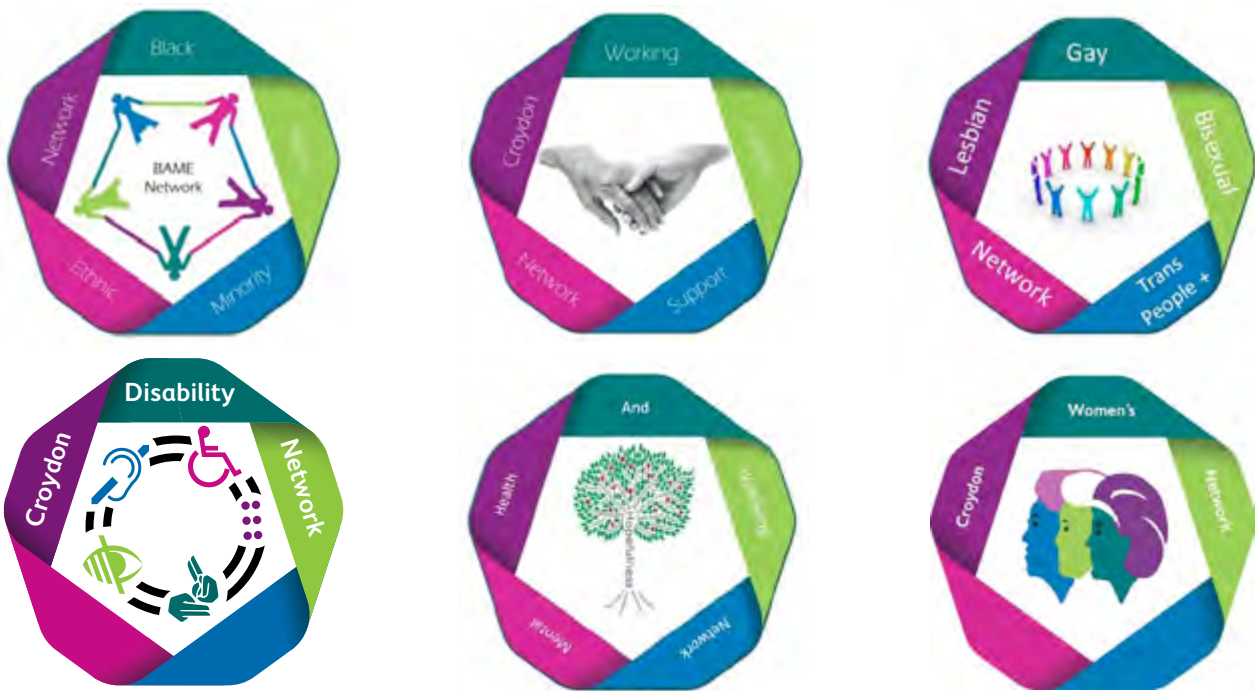
BAME

375 MEMBERS (↑ 88% THIS YEAR)

By far the largest among the networks, the BAME network provide signposting, raise awareness and provide information on issues facing BAME staff within the organisation.

Hold bi-monthly network meetings and have included speakers from Victim Support raising Hate crime awareness, School exclusions, volunteering and apprenticeships.

Collaborate regularly with other staff networks including Women's, Health and Wellbeing and LGBT+ when programming events.

NOTABLE ACHIEVEMENTS IN 2017-18:

- Realising Your Potential Development Course for BME Aspiring Managers: all cohorts have been oversubscribed.

- Upon completing the course a number of applicants have applied for other jobs and 1 in 5 have successfully gained higher positions within the Council

- Cultural Lunch – get to know each other and celebrations of the many cultures that exist in the organisation

- Black History Month celebration

- Input in the organisation's unconscious bias training programme

"

The network connects staff members from diverse BAME backgrounds to tackle discrimination or the potential for it in the workplace. I've felt able to raise issues I've faced or witnessed to contribute to solutions for the positive action plan. Attending the network meetings and steering group has helped me feel like I have a voice that matters.

LGBT+Allies

127 MEMBERS (↑ 59% THIS YEAR)

The LGBT + Allies network comprises of staff who identify as LGBT+ or heterosexual/straight (also known as 'allies' who want to show their support for the LGBT+ community). They provide advice and signposting to members and colleagues throughout the Council about the needs of LGBT+ employees as well as a confidential support service.

NOTABLE ACHIEVEMENTS IN 2017-18:

- Enabled the Council to leap up 95 places from 2016-17 and to rank 124th in the Stonewall Workplace Index 2018

- Participation in London Pride and Croydon PrideFest parades in 2017

- Extended reach to Croydon's LGBT Communities through joint networking and social events e.g. Transgender Day of Remembrance with TransPals

- #comeoutcroydonforlgbt Boxpark event, partnering with LGBT staff networks from Optivo, HMRC, HM Land Registry and Mott MacDonald

"

As a manager I joined the LGBT network to better understand the issues faced by LGBT staff in our organisation. Having heard people's stories and experiences first hand, it has strongly influenced how I shape the culture of teams I manage and how important it is to build teams where everyone can be themselves and talk about big stuff – whether that is sexuality, mental health issues or anything else. I am proud to call myself an ally.

Women

270 MEMBERS (↑ 80% THIS YEAR)

The Women's Network Meet bi-monthly; they invite local, regional and national female guest speakers to share their inspiring stories and advice.

The network provides development/ leadership opportunities for female staff.

Making a difference within our community - raising funds for local charities;

Menopause guidance, bite size training for managers and support group.

NOTABLE ACHIEVEMENTS IN 2017 - 18:

- Women's Leadership Offer - supporting the organisation's aim to develop internal female talent - 80+ participants in total to-date. 15 out of 38 participants from the first 2 cohorts have successfully gained higher positions internally.

- Menopause Initiative shortlisted in "Impact through Innovation" category at 2018 ENEI Awards – group is composed of cross-network members (including Mental Health and Well-being, the Women's Network Group and Public Health).

- #IWD2018 held at Boxpark; this open event attracted a large audience and reached out to Croydon women's communities and creative artists.

- Provided leadership/development opportunities for women aspiring to gain experience in project and events management (12 roles).

- Raised £520 for Breast Cancer Care (Bake Sale).

"

It shows that the Council is taking the topic of the menopause seriously in a way in which it has never been thought or talked about before. Any guidance for managers is vital to the progression of their mind-set.

Mental Health and Wellbeing

140 MEMBERS (↑ 40% THIS YEAR)

Members of the Mental Health and Wellbeing network are dedicated and passionate about reducing stigma and discrimination along with promoting positive wellbeing for all employees, especially through challenging times.

The MH&W network utilizes various media and resources to influence the culture of the organization on all levels to improve the understanding of holistic wellbeing. This is facilitated through meetings, events, health assessments, treatments, workshops, information sharing, posters, training and a supportive group.

NOTABLE ACHIEVEMENTS IN 2017-18:

• 76 Managers trained in 'Supporting Staff through Mental Ill-health'

• 100+ Mental Health First Aiders (MHFAS) across all council sites. MHFASs supported over 100 members of staff in 2017.

• Evidence of impact through 827 fewer days lost to sickness absence due to stress, depression and anxiety from 2016 to 2017

• Shortlisted in the ENEI "Employee Network Group 2018" awards category

"

I have gained a great deal of resilience from my experiences and want to use them to challenge the stigma and discrimination of mental ill-health, something I have experienced in the workplace in my younger days, such as being threatened with dismissal and being barred from joining a workplace pension scheme in case I took my own life.   Having a Staff Mental Health and Wellbeing network shows how far we have come and I am proud to be a part of such enlightened organisation.

Disability

45 MEMBERS

The Disability network support all staff with disabilities and provide support and guidance to all Council staff and managers. The network raises awareness that a disability is not always visible or obvious and that it may either be a physical or mental impairment. They provides a safe and positive environment for staff to raise their concerns and build a greater awareness of issues that some are facing.

NOTABLE ACHIEVEMENTS IN 2017-18:

- Disability Confident employer since November 2016. Looking to strengthen this to Leader level.

- Significant improvements to the employee on-boarding process to ensure digital and physical accessibility is prioritised for new starters and employees who have a disability

- Better, more visible guidance for managers e.g. Guidance for Supporting Disabled Employees, FAQs and Workplace Adjustment Passports

- First and highly successful "Don't Dis-Ability" event held at Boxpark – a celebration of disability, 'promoting the ability behind someone's disability.'

- Improved facilities: radar key in accessible toilets, room signage, lift lighting and pillar wraps

"
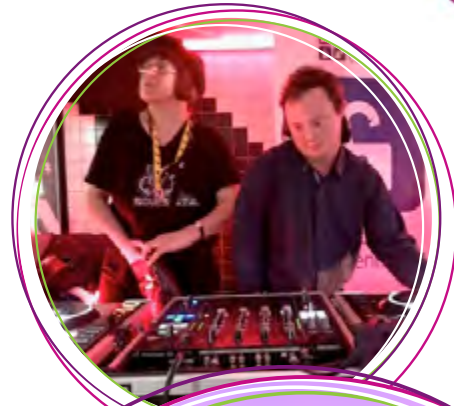
I've worked in a number of surrounding boroughs including Merton, Sutton and Lambeth and I have never had such a positive experience compared to Croydon around my access issues.

Working Carers

104 MEMBERS (↑ 39% THIS YEAR)

The Working Carers' staff network group provides continual emotional and practical support to staff who have caring responsibilities.

The group works in partnership with Croydon Carers and has held events to promote Carers' Rights Day and Carers week, raising awareness of caring and highlighting the challenges faced by working carers.

The network has also joined The Croydon Carers Partnership Group, influencing policy and practices across the Croydon Borough.

NOTABLE ACHIEVEMENTS IN 2017-18:

• The Carers staff network continued informal 'coffee and catch up' sessions throughout the year. This gave an opportunity for colleagues to support each other, to talk about their caring challenges.

• Created a vision for the network to aspire towards: "a Croydon where the role of all unpaid carers is recognised, supported and valued."

• Supporting Dementia awareness in the Council by promoting Dementia Friends training events for staff

"

Caring for anyone who is older or with mental health difficulties can be very stressful and demanding. As a carer for my mother with Alzheimer's and one of my children (who is living at home) who has psychosis, I have found that the Carers Staff Network has provided me with a safe place to talk to others who are in a similar situation.

Impact of 2018 activities on our Culture Plan

Impact of 2018 activities on our Culture Plan		
Network Activities	**Culture Plan Priority**	**Outcome**
LGBT + Allies drive forward the Stonewall Diversity Champion initiative.	Develop and nurture the right leadership capabilities and behaviours for now and the future at all levels.	**Croydon Council leaps up 95 places to rank 124th in the Stonewall Workplace Index 2018.**
Mental Health First Aiders supported over 100 members of staff in 2017.	Building and further developing a valued, engaged and motivated workforce.	**MHFA training: 827 fewer days lost to sickness absence due to stress, depression and anxiety from 2016 to 2017.** **Croydon wide staff survey Jan 2018: "86% of staff +ve about their mental health".**
Development Course for BME Aspiring Managers: all cohorts have been oversubscribed. Women's Leadership Development Programme: four successful programmes to-date.	Address over / under representations of all types aligned to our organisational aspirations.	**BAME Development 1 in 5 BAME staff on the programme have successfully gained higher positions internally.** **Women's Development: 15 out of 38 participants from the first 2 cohorts have successfully gained higher positions internally**

Impact of 2018 activities on our Culture Plan

Network Activities	Culture Plan Priority	Outcome
Disability Confident employer since November 2016.	Implement a fair and inclusive recruitment strategy and processes	**Significant improvements to the employee on-boarding process for staff with disabilities**
Disability network worked together with ICT partners and Facilities Management to address accessibility issues	Building and further developing a valued, engaged and motivated workforce	**Significantly improved facilities re. digital accessibility and work-place accessibility**
Disability network members worked with HR Policy team to support the creation of guidance for managers	Develop and nurture the right leadership capabilities and behaviours for now and the future at all levels.	**Better, more visible guidance for managers e.g. Guidance for Supporting Disabled Employees, FAQs and Workplace Adjustment Passports**

Achievements, aspirations, challenges

Achievements	Aspirations	Challenges
• Good collaboration, across networks and communities, with a rich programme of events throughout the year	• Increase partnership working between network group sponsors	• Increase the disclosure rate re. all diversity groups
• Directly influencing policies e.g. Health and Wellbeing, Menopause Guidance, LGBT Guidance, Disability Guidance, Equal Opportunities	• Promoting opportunities for all staff to collaborate and volunteer: members, allies, participants	• Remove barriers to staff participation in network activities
• BAME and Women's leadership development programmes • 31 participants successfully achieved promotions	• Increase positive storytelling from staff for whom network groups are making a positive difference	• Increase membership of male staff who are carers
• Ranked 125th in the Stonewall Equality Index 2018	• Create a consistent and transparent way of monitoring the impacts of diversity network activities	• Increase recognition of individual contribution to staff network activities in appraisals
• Disability network worked together with ICT partners and Facilities Management to address accessibility issues	• Building and further developing a valued, engaged and motivated workforce	
• Networks are recruiting more Members, including Allies		

Council Staff Network Groups:

ACHIEVEMENTS | CHALLENGES | ASPIRATIONS

2017 – 2018 ANNUAL REPORT

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180208

Workforce profile by pay banding 2015-2018

Salary Band	Female			Workforce		
	2015/16	2016/17	2017/18	2015/16	2016/17	2017/18
<£36k	69.57%	69.52%	63.89%	68.13%	68.11%	63.80%
£36k-55k	27.43%	27.81%	32.33%	27.83%	28.49%	31.89%
£55k-95k	2.34%	2.14%	3.05%	3.19%	2.70%	3.60%
£95k +	0.66%	0.53%	0.73%	0.86%	0.70%	0.71%

Salary Band	BAME			Workforce		
	2015/16	2016/17	2017/18	2015/16	2016/17	2017/18
<£36k	73.59%	71.19%	67.86%	68.13%	68.11%	63.80%
£36000-54999	24.88%	27.24%	29.75%	27.83%	28.49%	31.89%
£55000-94999	1.53%	1.46%	2.19%	3.19%	2.70%	3.60%
£95000 +	0.00%	0.10%	0.20%	0.86%	0.70%	0.71%

Salary Band	Disabled			Workforce		
	2015/16	2016/17	2017/18	2015/16	2016/17	2017/18
<£36k	67.02%	67.23%	66.95%	68.13%	68.11%	64.17%
£36k-55k	27.56%	29.51%	27.97%	27.83%	28.49%	31.76%
£55k-95k	3.98%	2.47%	4.24%	3.19%	2.70%	3.29%
£95k +	1.44%	0.79%	0.85%	0.86%	0.70%	0.78%

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REPORT TO:	SCRUTINY AND OVERVIEW COMMITTEE
	4 September 2018
SUBJECT:	WORK PROGRAMME 2018-19
LEAD OFFICER:	Simon Trevaskis
	Senior Democratic Services & Governance
	Officer - Scrutiny

| ORIGN OF ITEM: | The Council constitution requires Scrutiny and Overview Committee to agree the scrutiny work programme for the municipal year. |
| PURPOSE: | To agree the scrutiny work programme for future meetings. |

1. EXECUTIVE SUMMARY

The Scrutiny and Overview Committee has a constitutional responsibility to monitor the scrutiny programme each municipal year.

2. WORK PROGRAMME 2018-19

2.1. The Scrutiny Procedure Rules (extracted from the Constitution) state that:

"6.01 …the Scrutiny and Overview Committee shall be responsible for setting its own work programme and the initial work programme of its Sub- Committees.

6.02 A balanced work programme should be developed including pre- and post-decision scrutiny, monitoring and external scrutiny. As far as reasonably practicable, there should be wide consultation on the work programme with Councillors, Chief Officers, external agencies and the wider community prior to its consideration by the Scrutiny and Overview Committee."

2.2. The Scrutiny and Overview Committee work programme 2018-19 is attached as **Appendix A.**

3. RECOMMENDATIONS TO THE SCRUTINY AND OVERVIEW COMMITTEE

3.1. Members are asked to agree the Work Programme.

CONTACT OFFICER:	Simon Trevaskis
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	simon.trevaskis@croydon.gov.uk
APPENDIX A:	Scrutiny and Overview Work Programme 2018/19
BACKGROUND DOCUMENTS:	None

Scrutiny Work Programme 2018/19

Scrutiny & Overview Committee

Meeting Date	Item
4 Sept 2018	- Update on new Operational Model and Staffing
30 October 18	- Finance and Resources Q & A (S) - Social Enterprise, Co-ops & Credit Union
11 December 18	- Culture, Leisure & Sport Q & A (S) - Fairfield Halls Update
14 January 19	- Leader Q & A (S) - Budget 19/20 (S)
5 March 19	- Safer Croydon & Communities Q&A (S) - Community Safety Strategy (S) - Crime & Disorder Partnership (S)
30 April 19	- Economy & Jobs Q & A (S) - Brexit Impact

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