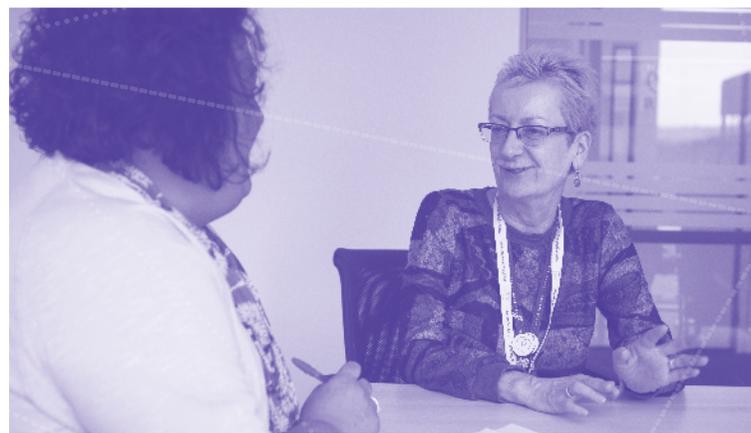




— OUR —  
**WORKFORCE**  
**STRATEGY**  
— 2019 - 2022 —





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# Foreword: Leader of the Council and Chief Executive

We are proud to be Croydon. As a council we want to deliver the best services to our residents – and we simply can't do that without the right people. That's why this strategy is so important. It's a promise to staff, outlining what we will do to make sure that the people who give their time to Croydon Council feel valued, listened to and supported.

We want Croydon to be a destination of choice, to live, work and visit. The standard of services that we provide in and amongst our communities is only made possible by the people that develop and deliver them.

If our workforce is committed to and confident in Croydon that will reflect in everything they do – and ultimately what we can achieve together. Our ambitions as a council simply cannot be realised without a dedicated and motivated workforce.

So, we need to work together, be open and honest, fair and inclusive – that's the commitment that this strategy is built on.

Right now, all local authorities are dealing with financial challenges. Demand for services is going up while funding goes down. This means that we also need to be open to new ways of working, work more collaboratively together, alongside our partners and communities to deliver better outcomes for less.

So, to make a difference in Croydon, we're creating a culture that celebrates and welcomes diversity. A place that recognises us all as individuals.

Our council leadership team is one of the most diverse in London, something we are very proud of, and we want to make sure that runs through every part of the organisation. Every voice matters, and it's only by sharing our experiences and ideas that we will grow and innovate together.

How we work is changing – from the technology we use to expectations around balancing life outside of the office. This strategy looks at the next three years in detail, but really it contains things that will take us much further than that – a promise to attract talent, develop careers and be the best workplace we can be.

As we look forward it's also important to appreciate where we are now.

Thank you for the work that you do every day. Your commitment and the incredible things that you achieve in our communities never fails to amaze us.



A handwritten signature in black ink, appearing to read 'Tony Newman'.

**Cllr Tony Newman**  
*Leader of the Council*



A handwritten signature in black ink, appearing to read 'Jo Negrini'.

**Jo Negrini**  
*Chief Executive*

# ► Introduction

In the last three years, the council has created the conditions to support and retain its workforce talent, developing an inclusive culture. However, there is more that can be done. We need to do more to demonstrate inclusivity and improve staff engagement. Building a more engaged workforce means staff will be more receptive to change and drive higher performance, which in turn drives better outcomes for local residents.

We know that across the public sector there will continue to be financial challenges, increased localisation and integration, greater demands for our services and increasing public expectation particularly in terms of how we listen and how we deliver services in the context of advances in the use of technology at work. This means our workforce needs to be more dynamic, with the right support and development in place to respond and deliver to our residents.

Digital technologies will play a critical role in preparing our workforce for the future, so our digital strategy and workforce strategy must be closely aligned. Interactions and ways of working with both partners and residents are being transformed. With this comes a need to develop the skills of our workforce to meet the needs and raised expectations of our residents - as well as the changing requirements of the council. Building effective strategic alliances and collaboration internally and externally, will also be pivotal in us becoming a responsive, high performance organisation.

The workforce itself is also changing. There are different expectations and aspirations regarding work, career and life, while retirement has also changed and evolved for many. This is why a workforce strategy to 2022 is being developed to set out the council's commitment to its workforce. The strategy will support the commitments in the corporate plan and provide a clear promise to our current and future workforce to make the experience of working for us a collaborative, inclusive, productive and happy one.

As we continue into the digital era, it is expected that the workplace will continue to become less defined, creating more opportunities for flexible working, impacting on the ways that we engage with our workforce. This means through changing the way in which people live and work, the workforce will become more collaborative, "exploring the art of the possible" through innovation and creativity, working together in multi-disciplinary teams collaborating and co-designing better services for our residents.

Our corporate plan for Croydon 2018-2022 outlines our challenges and how we intend to tackle them. We know we will need to work differently and more effectively in the face of rising demand and falling funding. Some of our key people challenges include:

- 13.8% of our reported vacancies are covered by agency staff, with it being as high as 22% in children's services.
- Under representation of BAME and disabled staff at senior levels, correlating with a hourly pay gap of circa 8.8% and .06% respectively.
- A disproportionate representation of BAME staff and those with a disability in our formal case work.
- 41% of staff say "I have issues in the organisation relating to fairness and inclusion".
- We lose 7.84 days of staff time each year due to absence (per employee).

## ► About this strategy

► This strategy was developed in consultation with staff, trade unions, senior leaders and members. It reflects all of the voices that spoke during that time. To achieve the outcomes we want, we need a collaborative effort – the support and input of the stakeholders outlined above as well as partners and residents.

It takes into consideration the constantly changing context in which we will be working. It sets out our workforce commitments and priorities for the next three years, with a strong, intentional emphasis on the first two years. This initial two year period is needed to develop the preconditions for a culture of inclusion, to let us continue on our successful journey and address future challenges and opportunities, some known and others as yet unknown.

By 2022, we will have made significant progress to future proof our workforce. Key challenges will have been addressed and new opportunities will be leveraged to take us closer to becoming a high performing organisation. We need to start now to reflect how we want to work within our localities and build stronger partnerships with our communities, helping them to do more for themselves.



Our workforce will be empowered to be flexible, more integrated and resident-focused - challenged to continuously look at early intervention wherever possible. High performance today will not be considered high performance in the future, so our performance indicators will continue to change to reflect what's needed.

Leading organisations plan, organise and develop their workforce effectively to help them achieve their strategic priorities. This strategy details our need to attract and retain a core workforce with the right skills and attitudes to deliver our corporate objectives.

We'll need to review our priorities annually as things evolve both internally and externally. If we deliver the priorities in this strategy we will have achieved the following outcomes by 2022:-

- We will have a high performing workforce that's representative of our communities at all levels and demonstrates our organisational values and behaviours
- We will have a recognisable brand with a culture and management practices that are described as fair, equitable and inclusive
- Early intervention, locality based working and a more integrated workforce will be normalised as our way of working
- We will have mechanisms in place to regularly identify/assess and address skills shortages to ensure organisational resilience, a collaborative culture and responsiveness to service delivery
- Our staff will have clear transparent pathways with clear learning and development offers
- We will consistently attract, recruit, on-board, develop, reward and retain talented people, who want to work for us
- We will have embedded workforce policies and practices that are robust, reflect best practice and are consistently applied
- We will consistently make evidence-based decisions informed by accurate workforce data and projections
- Our workforce will confidently manage diversity and inclusion, identifying and dealing with behaviour that does not reflect our culture and values
- We will have a strong framework of health, wellbeing and staff benefits to support and value our workforce

# ► Our Vision

► We want to be a high performing organisation that's collaborative, inclusive and innovative, an employer that lets talent flourish and builds workforce capability to meet our ambitions and reflect Croydon's communities.

A place where everyone can speak up, speak out and have a voice in the future direction of the organisation - where fairness and justice feel real, and where bullying, harassment and discrimination are not tolerated.

To get there, we will focus on five key priority areas.



1. Attract, recruit, develop and retain talent	2. Improve engagement and well-being	3. Improve workforce equality, diversity and inclusion	4. Develop and grow outstanding leaders and managers	5. Develop a high performance, innovative, creative and achievement culture
<p>We will attract and recruit talented staff and leaders through reputable employer branding. Providing relevant, high quality, accessible skills development, with impactful people management interventions, recognising and rewarding high performance. Making sure that we have the right people with the right skills for the right roles at the right time.</p>	<p>We will build clear support and engagement structures that are easy to access – designed to support the well-being and work/life balance of our staff. We will make sure that staff voices are heard at all times - inspiring a culture of trust, inclusivity and transparency.</p>	<p>We will pursue a workforce diversity profile that reflects the local community at all levels, developing staff who respect work, listen to each other and our residents, with leaders and managers who manage staff fairly based on the merits of individual cases, establishing an inclusive working environment where people can be themselves and give their best at all times.</p>	<p>We will develop and grow adaptable, collaborative and inclusive leaders and managers at all levels of the organisation. Individuals with digital leadership skills who are able to effectively guide the organisation through change, providing an authentic and genuine focus, direction and support for our staff.</p>	<p>We will establish and implement effective people, performance, appraisal and talent management systems to make sure the council anticipates, plans for and tackles critical current and future workforce challenges, with a workforce that's high performing, collaborative and delivers value for money.</p>



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***"I want to help make Croydon a better place to work"***

# ► Principles and approach to delivery

► This strategy is underpinned by our values:

**One Team, Proud to Serve, Honest and Open, Taking Responsibility and Valuing Diversity.**

They sum up how we must work together to realise our ambitions.

The following commitment statements lay out our promises to staff and in turn the behaviours that will help us succeed.

## Our promises to staff

### We promise to:

- create rewarding careers and opportunities to enhance a positive working experience
- create an environment where you can be yourself without fear
- identify and deal with behaviour that does not reflect our culture or values
- create an organisation that you are proud to work for
- ensure you are well trained and motivated
- create conditions that help you to be resilient and work in a flexible way
- encourage your contributions and views on the future direction of the council
- develop managers who provide the right balance of support and challenge
- ensure fairness, transparency and honest dialogue
- together, build an inclusive and representative workforce

## Enabling behaviours from staff

### We are most likely to succeed if staff choose to:

- do their job to the best of their ability
- treat other staff with respect in line with our values and behaviours
- proactively deal with workplace conflict, using all available support
- be an ambassador for the organisation
- take personal responsibility for continuous learning and development
- work in ways that support well-being and resilience
- give the council regular feedback – good and bad
- be confident in having honest conversations and asking questions to seek understanding
- collaborate with others

# ► Priority 1: Attract, recruit and retain talent

► We will attract and recruit talented staff and leaders through reputable employer branding. Providing relevant, high quality, accessible skills development, with impactful people management interventions, recognising and rewarding high performance – making sure that we have the right people with the right skills for the right roles at the right time.

Croydon, alongside its partners, needs to consider the skills needed in the future. This is increasingly important in the context of potential skills shortages as the economic and environmental context changes. In a constantly changing environment, there are areas where we know that there will continue to be a high demand on services e.g. social care and housing. As a result we need to focus on promoting and rewarding essential roles such as youth workers and social carers.

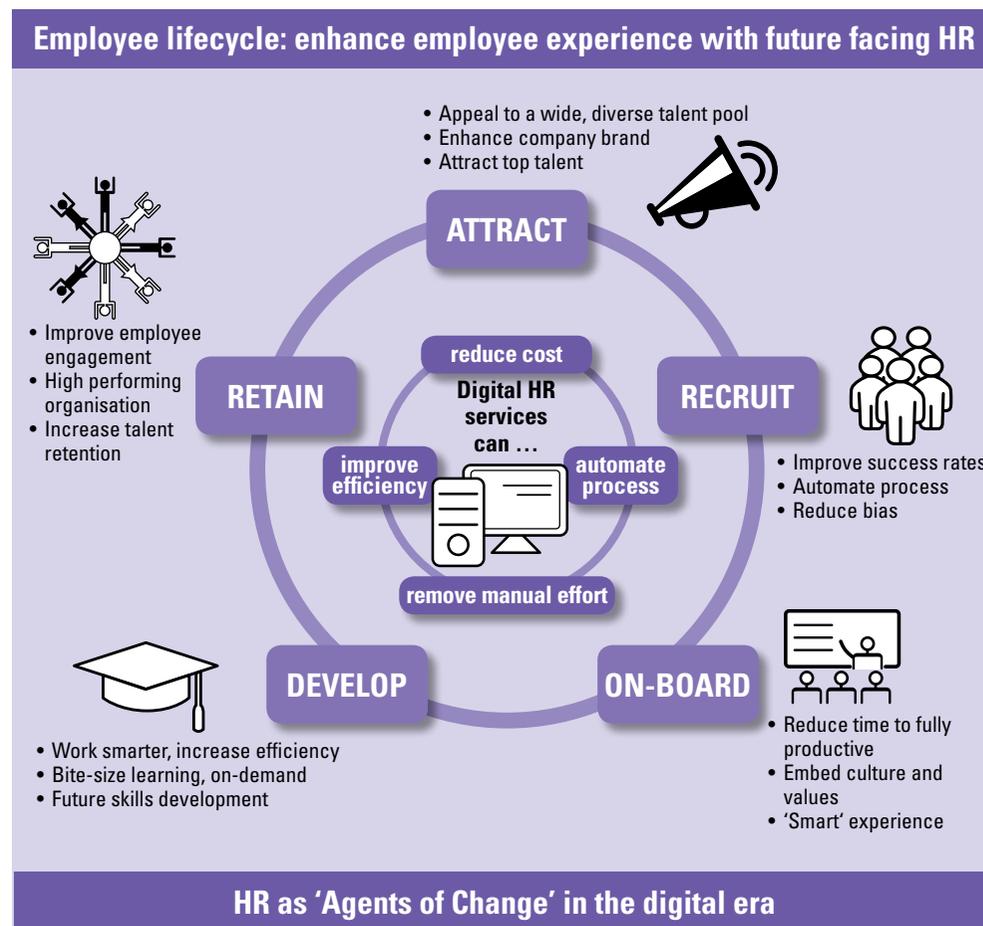
As we further our integration of health and social care and collaborate more closely with partners across the board, our workforce will change, grow and take on new challenges and opportunities. Our resident focus will be at the heart of this change and the need for a collaborative and multi-skilled workforce is essential.

Continuing skills shortages, changing demographics of the labour market and employee demands for a work-life balance has created increased competition for talent. To succeed in this environment we need to review our strategies, policies and practices, along with how we develop, deploy and retain talent. We must understand the capabilities needed in the council and determine the actual and/or potential talents required of our retained workforce. We need to look at whether there is a gap between this and the talent we are able to attract and recruit.

Effective workforce and succession planning, a streamlined organisational structure and offering ‘an employer of choice package’ will help to make sure that we get value for money in our employment costs by attracting and retaining the right people with the right skills, for the right roles, at the right time. However, ongoing pressure to achieve efficiencies, reduce costs, early intervention, integration and localities and partnership working will mean that throughout the next three years there may be fewer vacancies advertised, resulting in the need to manage our workforce talent, grow our own leaders and invest heavily in retaining a core highly skilled and high performing workforce. We need to have effective and supportive talent management strategies in place to support people.

We want our staff to be the very best that they can be and have opportunities to thrive in our new working environment within our communities. We want to employ the best people who have their own ambitions alongside ours - with supporting communities at the forefront of their working agenda. In return we will reward their professionalism and talent by providing high quality training, personal development, clear career pathways and a fair total benefits package.

Localities working will mean that classroom based training may be inaccessible and therefore real time learning and development offered anytime, anywhere, on any device will be a key requirement for our future capability to develop our workforce. So, we will keep moving towards developing leading edge interactive, digitally enabled learning offers, to support increased levels of mobile working. As we work with our partners we will share learning and best practice and more innovative ways of learning and skill sharing.



# ► Priority 1: Attract, recruit and retain talent (continued)

## What we will do

- Implement new recruitment policy and practice that reflects corporate commitment to race and gender participation on interview panels
- Make sure staff have the skills and tools to respond to new ways of working i.e. building strategic collaborative alliances and partnerships internally and externally
- Develop career pathways and inclusive opportunities for talent to grow
- Pilot talent management and succession planning
- Recruit and retain a workforce that is representative of Croydon’s population and who reflect our values
- Make the most of digital opportunities to increase the reach of learning and development opportunities
- Develop a network of in-house staff who can deliver training on key areas of subject-matter expertise
- Identify potential across our diverse workforce, making sure all staff are given the opportunity to fulfil their potential
- Increase the use of work experience, secondments, apprenticeships, shadowing, coaching, mentoring and graduate schemes
- Encourage everyone to take personal responsibility for their personal performance and development
- Create a fair system of recognition and reward, that’s embedded in our policies and processes
- Ensure that structures and processes are in place to celebrate the success of our staff.

## What we will do first

<b>Develop an employer of choice brand for attracting, recruiting and retaining new and existing talent</b>	<b>June 2020</b>
<b>Recruit and retain a workforce that is representative of Croydon’s population and who reflect our values</b>	<b>March 2020</b>
<b>Embed consistent recruitment standards and practices to support the attraction and selection of the best available talent into the organisation</b>	<b>February 2020</b>
<b>Review the end-to-end induction and on-boarding process including the launch of a new corporate induction - a programme that reflects our corporate brand and reinforces our commitment to corporate citizenship</b>	<b>March 2020</b>
<b>Launch a staff benefits awareness campaign to make sure staff know about the various benefits they are entitled to and the total value of their pay and reward package</b>	<b>December 2019</b>
<b>Provide our workforce with skills to identify/assess the skills required to shape services that tailored to individual areas of the borough</b>	<b>May 2020</b>
<b>Complete a council wide skills audit to identify the current and future knowledge and skills needs of our workforce, ensuring our learning and development strategy mirrors workforce requirements</b>	<b>October 2020</b>
<b>Ensure all staff are aware of and have completed mandatory, statutory and core skills training</b>	<b>April 2020</b>
<b>Enhance our digital learning and development offers, making sure appropriate training can be accessed anytime, anywhere and on any device.</b>	<b>June 2020</b>

*“I’m new, a fresh pair of eyes that wants to help us improve”*



# ► Priority 2: Improve engagement and well-being

► We will build clear support and engagement structures that are easy to access – designed to support the well-being and work/life balance of our staff. We will make sure that staff voices are heard at all times - inspiring a culture of trust, inclusivity and transparency.

The voices of our staff help us make real and positive changes. If we listen, encourage engagement and act in your best interest, we believe that you will want to stay and develop your career here with us.

We will continue to gather and coordinate staff views, ideas for improvements and build on the success that’s come out of your involvement in staff networks, participation in volunteering, and role as culture ambassadors, continuing to make Croydon a greater place to work.

We will provide an environment that involves you, is shaped by you, and the future of our services, and how we deliver them, has your voice at the centre of the decision-making process. We recognise the importance of our employees influencing decisions on internal working policies and practices to ensure the welfare of all our workforce. We will ensure that you have the opportunity to collaborate and engage across a number of key areas in the organisation.

Consistent, active engagement as a corporate citizen can sometimes be really challenging in balancing our personal and professional lives. We understand the importance of a good work-life balance. That’s why we will continue to create opportunities that focus on health and wellbeing,

while supporting initiatives that let staff flourish and be themselves.

From day one, we’ll look at ways to build and support resilience and capacity to thrive in a climate of ongoing change. That means providing the tools, techniques, policies and processes to support staff through difficult periods, as well as helping them manage changes in life and work in a timely way.

We will encourage personal responsibility to access the support available and continue to advocate our staff networks and the fantastic work that they do, and the strong voice that they have across the organisation.

We will also invite and value the voice of our partners in organisational development.

Our flexible working approach already provides great benefits for managing home and work life, with particular benefits for those with childcare, caring, or other responsibilities. We want to do more to make sure that this mind-set is consistent across the organisation, whilst enabling managers to be creative and innovative in order to meet changing business needs.

## What we will do

- Make sure our employment policy framework is up to date and reflects best practice
- Conduct a full HR policy review and provide toolkits to increase user friendliness and ability to interpret them fairly
- Continue to build positive relationships with our trade unions
- Introduce a process where all non-complex employee disputes are resolved within 12 weeks
- Bring together a team of trusted mediators to help handle disputes that are not complex in nature and substance.
- Promote a greater focus on life skills and well-being in the workplace
- Create a positive workplace that supports flexible and agile working, supported – and enabled - by our Digital Strategy
- Encourage a vibrant social calendar, where staff can connect, collaborate and have fun
- Conduct regular staff surveys / temperature check to make sure staff voice is heard
- Develop and implement a health and wellbeing plan and programme

## What we will do first

Immediately review policies and guidance on flexible working and compassionate leave to reflect our culture	Dec 2019
Commission an external provider to conduct staff survey to alleviate ‘trace-back’ concerns	April 2020
Provide support to departments to make sure action planning from staff surveys is carried out	June 2020
Reintroduce the use of mediation, including training internal resource	March 2020
Create mechanisms/tools to support the effectiveness of change agent roles such as the staff networks and culture ambassadors	May 2020
Introduce, develop and implement divisional workforce plans to support BAU /delivery plans	June 2020

*“I want to help Croydon be a better employer”*



# ► Priority 3: Improve workforce equality, diversity and inclusion

► We will pursue a workforce diversity profile that reflects the local community at all levels, developing staff who respect work, listen to each other and our residents. We will have leaders and managers who manage staff fairly based on the merits of individual cases, establishing an inclusive working environment where people can be themselves and give their best at all times.

By 2030, Croydon's population will be close to 442,000 - the size of a large city. Beyond the growth and size of the population, we are expecting to see changes in our diversity and project that 57.8% of the population will be from BAME ethnicity group, making us one of the most diverse boroughs in London. To reflect this, we will continue to improve the diversity of our senior leadership team and workforce profile, making sure that equality is embedded right across the organisation

We understand the value of a truly motivated and diverse workforce. We want our workforce to reflect Croydon's communities – at all levels – so we can support and deliver the best outcomes for residents.

We want to make sure that no one feels left out or left behind. So, we're creating an inclusive working environment, a place where people can be themselves, thrive and succeed at work. But that's about more than representation alone, it's also about inclusion, so everyone understands and feels part of what we are doing.

This means valuing and encouraging staff contributions, regardless of difference, engaging

and involving all staff in shaping the way we work, our culture and values. By having honest and open conversations and giving all our staff a voice that is heard we will inspire a culture of trust, inclusivity and transparency. Staff involvement in decision-making and change is crucial and we will promote various channels to encourage engagement, challenge and gather feedback.

Consistency and fairness in the application of policy is also important. In addition to having good employment policies that reflect our culture, we will make sure that guidelines on areas left to managers' discretion are clearly defined to reduce inconsistencies.

A culture that supports and involves staff requires a strong strategic story, clear leadership and management engagement to encourage and act on staff feedback.

We know there are challenges ahead, but through open and honest conversations we can manage them and work to build a sense of pride and identity – developing the Croydon brand.

*"I got involved because we need to be open and honest"*

## What we will do

- Establish key performance metrics that will let us measure progress against diversity and inclusion targets
- Achieve 'Excellence' in the EFLG framework by 2022
- Make sure that employment practices are regularly reviewed through equality audits to make sure they are fair and consistent
- Introduce an induction and on-boarding process that fully reflects our values and commitment to an inclusive workplace
- Involve staff through regular staff surveys and encourage regular 'temperature checks' in key areas
- Create opportunities to take part in decision-making and consultation (including culture ambassadors and staff networks)
- Support the staff networks in being a strong and fair and voice that reflects our diverse workforce
- Improve the recruitment process to positively support further change in the levels of black and ethnic representation at senior and middle manager levels

## What we will do first

Deliver positive action leadership programmes as standalone and/or electives for BAME, women and disabled staff	<b>March 2020</b>
Re-establish the mission and purpose of the Culture Board giving its remit, programmes and membership a clear, fixed focus on diversity and inclusion as part of its wider responsibility for the workforce strategy	<b>Dec 2019</b>
Introduce a set of minimum recruitment standards	<b>Jan 2020</b>
Create an engagement calendar for staff to improve corporate participation and increase networking opportunities	<b>April 2020</b>
Commission an external BAME panel members list to serve on interview panels for senior posts	<b>Jan 2020</b>
Create/cascade guidance that ensures panel chairs select diverse interview panels	<b>Dec 2019</b>



# ► Priority 4: Develop and grow outstanding leaders and managers

► We will develop and grow adaptable, inclusive leaders and managers at all levels of the organisation. Individuals with digital leadership skills who are able to effectively guide the organisation through change, providing authentic and genuine focus, direction and support for staff.

According to the Local Government Association (LGA) Workforce Focus report, 'local government needs leadership that is visionary, ambitious and effective; building for the future through the development of leadership skills at all levels'.

In addition, the LGA analysis of leadership found that:

- the rise of digital economies and technological advances pose a new set of challenges and opportunities for 21st century leaders and managers
- as part of their approach to developing skills and capacity across the whole workforce, employers need to ensure that staff at all levels can develop and demonstrate the necessary qualities of leadership

We face unprecedented levels of challenge in needing to reduce resources while maintaining staff morale and improving the resident experience – as a result strong performance management is vital. To help achieve a performance culture, we need highly trained, collaborative and effective leaders and managers who are able to take much more of a role in deciding how we recognise and reward employees - coaching and developing them to deliver our services to the highest standard.

With an increased focus on strong partnership and collaborative working, our leaders will need to be strong, politically astute and adaptable leaders at the same time having the ability to be innovative, with the competency to manage 'beyond their

remit'. Even our most experienced managers may need support to learn new ways of working, which may include managing staff virtually, embedding early intervention as a mental model and/or using strengths based approaches to working with residents.

Innovative and high performing organisations display leadership behaviours at all levels of the organisation. Croydon must foster leadership behaviours at every level in response to the resourcing challenges we face. This will help us develop our next generation of talented senior managers.

Leading from the top, honesty, authentic leadership and followership, strong and consistent support and challenge (in equal measure), having public service values at our heart, role modelling our values...all are essential if we want to achieve our ambitions.

We know that as a public service we will continue to evolve and need to adapt and adopt change as a positive choice. We appreciate the need to provide all our leaders and managers with the tools and support to effectively lead and manage change.

Because of the changing demographics where by 2030 more than half of the population will be from BAME backgrounds and the council being one of the largest employers in Croydon, it can be expected that the workforce representation of these groups will increase and therefore managing difference effectively will need to a core skill of every leader and manager.

## What we will do

- Build a 'coaching for performance' leadership and management approach
- Develop managers' skills and confidence in managing difference and their accountability for staff engagement and inclusion
- Identify and equip our managers with the core skills needed for effective people management
- Provide tools and processes to support effective, collaborative working between members and officers
- Embed good governance, accountability and make sure we get the basics right
- Encourage dispersed leadership
- Create a framework for effectively leading and managing change
- Embed personal accountability and responsibility across the organisation

## What we will do first

Design and pilot a 'core skills for managers' development programme	March 2020
Develop managers' skills and confidence in managing difference and their accountability for staff engagement and inclusion	April 2020
Create and deliver an 'apprenticeship in work' offer for staff that want to move into management roles	April 2020
Deliver two Inspiring Leadership development programmes for managers that want to become senior leaders as part of growing our talent	April 2020
Roll out a 360 degree assessment tool for leaders	Dec 2019
Support staff operating in integrated services where they manage staff across organisations and review our HR policies and procedures as appropriate	Feb 2020



# ► Priority 5: Develop a high performance, innovative, creative and achievement culture

► We will establish and implement effective people, performance, appraisal and talent management systems to make sure the council anticipates, plans for and tackles critical current and future workforce challenges, with a workforce that’s high performing, collaborative and delivers value for money.

The best organisations are always looking for opportunities to improve, and so are the best employees. Developing our workforce is critical to the performance of our organisation – it’s the difference between an organisation that just gets the basics right and an organisation that gets the basics right whilst continuously evolving, adapting and challenging itself to be innovative and collaborative.

Achieving high performance at all levels of the organisation is fundamental to our future success. It begins with establishing clear performance measures aligned to behaviours and our values. From this, we will embed fair and consistent recruitment practices that reflect our community and focus on bringing the best available talent into the organisation.

These performance measures also underpin a standardised appraisal and performance management framework. When applied across the organisation this will allow us to identify high performers and high achievers. Our talent management and succession planning strategies will help us retain high achievers, helping us grow talent and improve our productivity and overall performance.

By reviewing our existing performance management systems we will also make sure poor performance is properly addressed. We will provide our leaders and managers with the tools they need to respond to poor performance effectively, and the ability to understand, identify and assess individual need and make timely and reasonable adjustments when required.

We will also adopt a set of simplified principles that make sure organisational structure and spans of control are fit for purpose.

Evidence-based decision-making is a core part of our operating model, working with service and resident data to design the services we arrange, fund and commission. We want to mirror this across our workforce data and place all of our analysis in one place, which will help us provide quality insight and prioritise actions.

Our experiences and reflections on performance will be used to bring about positive changes in our leadership, induction processes, people management, communication, systems and structures.

## What we will do

- Establish clear leadership behaviours and expected management competencies
- Develop a new performance management framework that sets out clear performance measures, aligned to behaviours and values, reflecting current and future skills requirements
- Maintain a training and development offer that meets our statutory and legal requirements and adapts to evolving needs. Provide the organisation with relevant, accurate people-related data, to help effective evidence-based decision-making
- Establish key performance metrics for the delivery of the workforce strategy
- Work together to embed behaviours that reflect our values and let us show how proud we are to work for Croydon
- Focus on retaining high performers through periods of change, implementing succession plans in critical roles and exit interventions

## What we will do first

Bring in simplified processes for managing organisational change and restructures as part of HR policy reviews	Feb 2020
Develop fair and consistent recruitment practices that reflect our community and focus on bringing in - and keeping - the best available talent	Jan 2020
Review and establish a new appraisal process that’s fit for purpose - where evidence of promoting inclusion is a key feature of managers’ performance appraisal	Mar 2020
Create a people data observatory to bring together workforce management and financial information, including diversity and inclusion data, to support effective evidence-based decision-making	April 2020
Improve user experience with our Learning Management System (LMS) and develop capability to extract appropriate management information	May 2020
Develop / pilot a talent management and succession planning programme	July 2020

*“I’ve worked here for 9 years and want to be part of the discussion”*



# ► Measuring and evaluating our progress

## Key performance indicators

Achieving our ambition will mean that Croydon Council is defined as an employer of choice for public service careers – a place that every member of our workforce is proud to be a part of.

Our key performance indicators will help us measure our progress against where we want to be. We will take responsibility for delivering against actions and measuring progress division by division, team by team.

We will use a balanced score card approach to track, analyse and report the following measures against our progress towards our 2022 workforce aspirations.

All indicators will be required by department/division and across the council. They may be benchmarked against London Councils and nationally (if possible). These indicators will form one quadrant of the performance strategy balanced scorecard – ‘People’. They will appear in a performance report published quarterly for the Culture Board and Corporate Leadership Team.

## Workforce plans and recurring activities

Each department/division will develop a workforce plan as part of the departmental/divisional business as usual (BAU) planning process.

HR, the data observatory, business intelligence and performance improvement will be sources of workforce management information that can be used to identify workforce hotspots and inform decisions on actions required to achieve the aims outlined in this strategy.

The departmental/divisional workforce plan will include a clear implementation plan of activities to deliver the approved priorities for the year to coincide with the council wide programme of people management activities, as highlighted in the workforce strategy and published by the Culture Board.

### RECRUITMENT AND ORGANISATIONAL PERFORMANCE

Effectiveness in managing the employee lifecycle (attraction, recruitment, on-boarding, development, reward and retention). Retaining the staff we want and providing an exit strategy for staff that don't buy into our future direction.

#### By 2022

- Monitor recruitment process from application to successful candidate(s) aiming to reduce disproportionate impact for protected characteristics and eliminate bias within the process
- agency usage is reduced to an organisational average below 10% (with local targets)
- 90% of new joiners rate their induction experience as good or excellent
- Our organisational turnover is less than 10%
- Increase our promotion rates of existing staff as a result of our talent development programme
- We will improve the gender, ethnicity and disability pay gaps

### PRODUCTIVE AND SKILLED WORKFORCE AND LEADERSHIP

Making sure our workforce has the relevant skills for now and the future. Leaders and managers feel they are equipped in leading change and future workforce development.

#### By 2022

- 90% of staff rate their appraisal experience as good or excellent
- All learning and development activity, including professional development, is transparent across the organisation, with 100% activity being captured
- Learning and development opportunities, including career pathways, are transparent across the organisation and everyone is able to access them as appropriate
- 90% of leaders and managers say they have the tools and skills to effectively lead a changing workforce

### EQUALITY, DIVERSITY AND INCLUSION

How do we achieve a representative workforce at all levels that reflects our community and make sure we are an inclusive workforce – a place where all staff feel they can be themselves without fear of discrimination.

#### By 2022

- 70% of formal employee relation cases are resolved within 12 weeks
- We will have a workforce profile that is 70% reflective of our community, with targets at divisional level:
  - This includes declared ethnicity, gender, disability and sexual orientation.
- Our workforce diversity disclosure rate is at 85%
- We have representative participation on leadership programmes from all protected characteristics

### ENGAGEMENT AND WELL-BEING

Measuring levels and quality of engagement and well-being. This includes whether staff feel they can influence the future direction of the council and access the relevant support needed to achieve the right work/life balance.

#### By 2022

- We have successfully introduced tools and processes to ensure the early resolution of disputes, resulting in a reduction in our long term casework
- We will achieve 75% or over participation rate in staff surveys
- Absence rates are consistently below the reported CIPD average for local government
- The organisational staff survey and temperature checks demonstrate improved levels of engagement and satisfaction in the following key areas:
  - I am proud to work for the council
  - I would recommend the council as a good employer

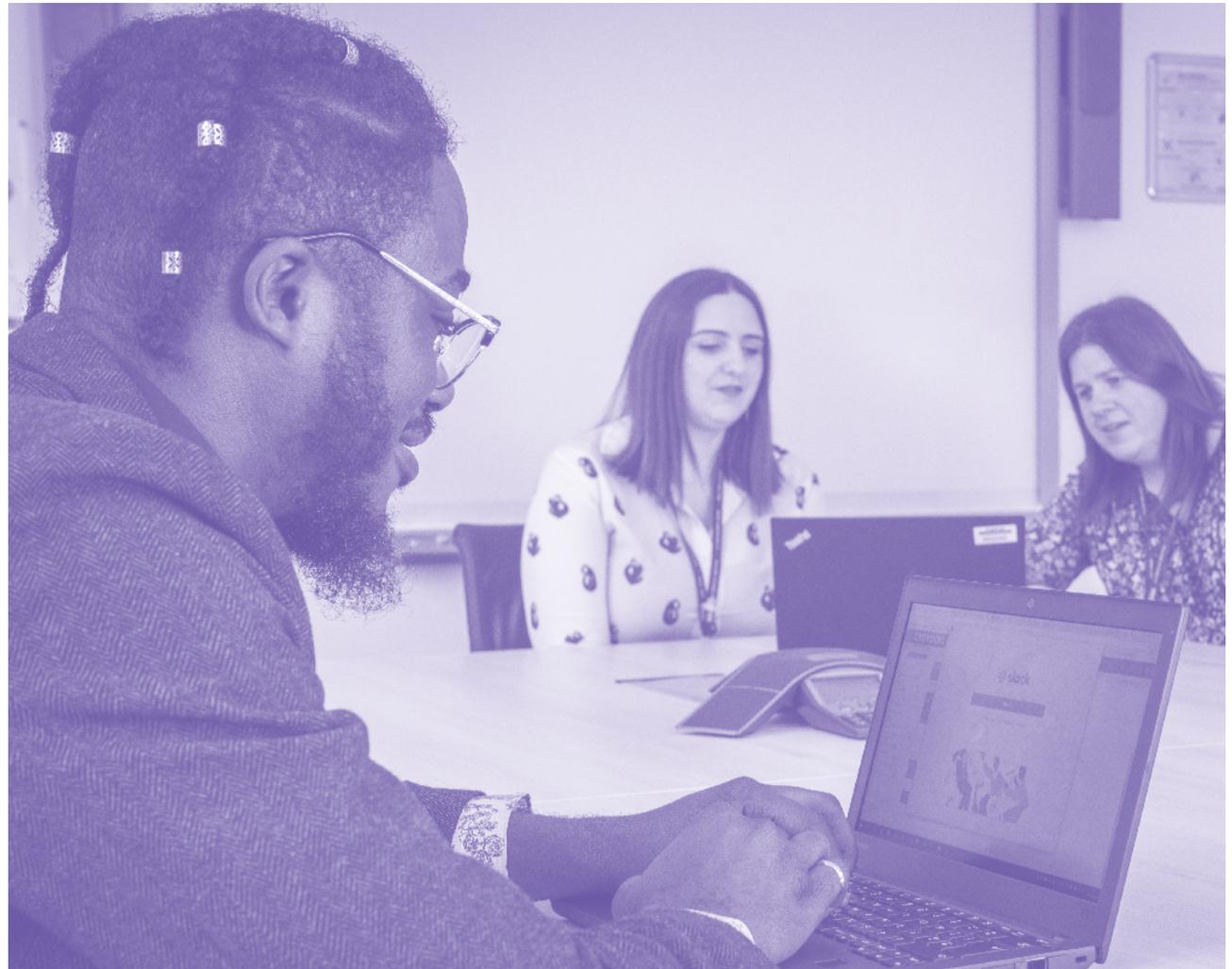
## ► Strategy review

The strategy will be reviewed and updated annually, taking into account the council's ongoing early intervention and localities agenda. This is a chance to see if there have been any changes to the driving factors behind the strategy, which would result in the need to revisit the planned people management activities.

The updated strategy and a record of the year's achievements and progress will be published and reported to the Culture Board and ELT quarterly.

To achieve this we will:

1. Develop prioritised activities and action plans each year that improve staff experience and performance
2. Prioritise activities that are informed by staff feedback
3. Monitor the outcomes of this strategy via our Culture Board



## ► Creating the strategy

We wanted the strategy to be real for our staff and for them to help shape it .... In addition to speaking with our staff networks and trade unions:

1. We held 49 workshops
2. 501 people participated face to face
3. We received 323 online entries
4. Totalling 824 voices
5. And we received more than 5000 comments

**Here are a few things that you told us while we were putting the strategy together:**

“I want to help make Croydon a better place to work”

“I’m new, a fresh pair of eyes that wants to help us improve”

“I manage people so need to understand the strategy and make a positive contribution”

“I’ve worked here for 9 years and want to be part of the discussion”

“I want to help Croydon be a better employer”

“I got involved because we need to be open and honest”









— OUR —  
**WORKFORCE**  
STRATEGY  

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2019 - 2022

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