

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:	<i>Members are invited to:</i> <i>i) Note the rationale for the development of the new operating model (NOM)</i> <i>ii) Note the overall approach and progress to date with the NOM</i> <i>iii) Note the planned next steps of the NOM</i> <i>iv) Note the workforce profile, feedback from the staff survey and planned next steps</i>

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 established 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 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	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.

- 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 create 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