

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.



Our ten objectives



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 of our leadership programmes.



Our ten objectives



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.