

People and cultural transformation strategy

The actions under this priority are essential to transform the organisation into a council that uses its available resources effectively in order deliver good quality priority services for residents. They will ensure that:

- Croydon has an inclusive, agile, responsive, capable and accountable workforce.
- Our values and expected behaviours are lived and consistently demonstrated.
- The Council is a learning organisation, where each person assumes responsibility for their development and personal growth.
- Croydon Council is an actively anti-racist council, which celebrates equality, diversity and inclusion as a strength and uses this approach to inform the delivery of services.
- Residents have an equal opportunity to benefit from the opportunities that living and working in this borough have to offer.

Programme: People and cultural transformation strategy

The Council needs to change how it works to actively put residents first. The Council will develop a people and cultural transformation strategy setting our workforce priorities over the next four years. It will outline how it will recruit, manage, and invest in staff to achieve the transformation required by the Croydon Renewal Plan into an organisation that delivers good quality services in a financially sustainable way.

In doing this the Council hopes to rebuild trust with residents by being responsive to their needs within the resources available. It also needs to prepare the workforce to operate in an unpredictable, complex and ambiguous environment, and support the transition to the Mayoral governance model in May 2022.

The Council will engage with staff and other stakeholders in developing the strategy. It will refresh the values and identify people priorities. The strategy will contain actions to strengthen leadership and management capability, get governance right and improve skills and performance. It will aim to optimise the health, wellbeing and resilience of staff, creating psychologically safe and inclusive environments where all staff can thrive. It will actively promote equality, diversity and inclusion in everything it does.

The new strategy will align with the Council's value proposition and the development of staff with the aims of the Croydon Renewal Plan. It will develop value-based recruitment processes, leadership competencies and develop a 'Resolution Policy' for informal resolution of employment issues as close to the point of origin as possible to enhance existing disciplinary and grievance procedures. Establishment of a holistic fair pay and reward system will support recruitment and retention of the right talent. Support

programmes and learning and development opportunities will help staff to reach their full potential, enabling them to play their part in rebuilding the Council.

The strategy should be in place by July 2022.

The cultural transformation of the Council will be guided by its organisational values which is undergoing review and will be refreshed by the launch of this programme.

Croydon Council's values

One team - Crossing boundaries to work together towards shared goals with colleagues, partners and communities.

Proud to serve - striving to always do our best for the community, getting the most from limited resources and using taxpayers' money wisely.

Honest and open - working hard to build trust by treating everyone with honesty and integrity.

Taking responsibility - encouraging and supporting each other to take responsibility and show what we can do, learning together and recognising all of our contributions.

Valuing diversity - making the most of the many perspectives that make Croydon distinctive.

The strategy will have seven interdependent priorities that will be built around:

1. **Strengthen our leadership and management capabilities** – developing mindsets and behaviours aligned with the values.
2. **Build an equality driven, diverse and inclusive workplace** - creating a happier, healthier and fairer workplace, where staff can thrive and are engaged and motivated to deliver positive outcomes for residents.
3. **Prioritise the health, wellbeing and resilience of staff.**
4. **Build skills and capabilities and optimise performance** - responding to current and future workforce skills and capability challenges at all levels and creating a learning culture with an aligned performance management system that informs continuous improvement.
5. **Acquire and retain talent** - developing a recognition culture, paying attention to line management development and prioritising staff health and wellbeing

6. **Establish a 'Total' pay and reward offer.**
7. **Establish a values-based employer brand.**

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