

## Co Creation Session Feedback Summary

### Our people strategy and cultural transformation strategy implementation plan

We know we have lots of strengths, and the greatest of these is our staff. We are passionate about Croydon- the place and the people that we serve, a place where many of us have chosen to make our home. We have many committed, resilient, creative, and talented public servants at the Council, and - as the organisation changes and improves - those skills will be needed more than ever. We need a leadership team who can harness the ambitions of our staff, a team who is committed to Croydon; to delivering excellence in public services; to making Croydon a place to be proud of; and to improving the life chances of the people who live here. If we get this right, it will be transformative.

Our implementation plan is dynamic and often will be indicative in nature as it will need to be contextual, reflecting current and emerging needs internally and externally and aspirations; albeit most of the current plan is internally focused. A full cultural transformation would be remiss if it did not factor in the implications for our residents. We must evolve and transform, becoming a place and a community we feel proud to work and live in. It is reflective of our key priority actions translating what our staff have said, looking at the mayoral business plan and considering good common-sense planning whilst delivering within our means. The remainder of 23/24 will be a time for resetting and getting our basics in place and working. The subsequent years will see us honing our capabilities, developing a diverse and inclusive culture where our staff, our community partners and our residents feel a sense of pride and hope for the future. We need to get our priorities right and deliver as promised and this requires all hands-on deck, with no one left behind. We need to be co-creators of our future which is why we asked our staff to tell us what is important, we have listened. If we get most things right on this plan, we would have achieved a cultural transformation that is unprecedented for Croydon council. To guide our programme of work we will adopt the customised change framework designed for Croydon council and we will need to educate all staff and managers on its utility.

The following table represents the key priorities emanating from the people and cultural transformation strategy (PCTS) and does not include business as usual activities which must continue in tandem.

Activities are labelled by the following priority segmentation for 23/24 Legend(1)= Priority 1, (2)= priority 2, (3)= Priority 3

	<b>23/24 Delivery</b>	<b>Lead</b>	<b>24/25 Delivery</b>	<b>Lead</b>	<b>25/26 Delivery</b>	<b>Measures of success</b>
	<b>GETTING THE BASICS RIGHT</b>		<b>EVOLVE/ADAPT</b>		<b>EMBED</b>	
<b>Leadership and Management</b>	(1)Building a cultural impetus: Depict a target operating model with a compelling vision including a cultural vision, future state of Croydon, transformation road map, internal & external capabilities current and future, what we will deliver and how we will deliver services. Integrate outputs/outcomes of	CMT, Transformation office	Continue implementation /evaluation of culture development activities, processes, and integrating outputs/outcomes into mainstream business	L&OD, Transformation office	Conduct a culture audit to identify our progress against cultural vision and targets: <ul style="list-style-type: none"> <li>Address gaps</li> </ul>	<ul style="list-style-type: none"> <li>Increased staff participation in engagement exercises lead by leaders</li> <li>Staff say they know the organisation's direction and they know their role in the journey</li> <li>All organisational employee performance</li> </ul>

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<p>Crossing the threshold initiatives to inform the culture mapping This will set the tone and platform for all transformation work</p>					<p>indicators improve incrementally year on year</p> <ul style="list-style-type: none"> <li>○ Yearly reduction of grievance claims and employment tribunal cases</li> <li>○ Yearly positive indicators on employee relations data</li> </ul>
<p>Offer leadership and management development at all levels to foster a mindset of inclusive, distributed leadership and accountability with aligned behaviours, to include: (1) Establishing and embed a behavioural framework for inclusive and distributed leadership in all development offers, (2) Establish interactive exchanges for CMT, directors and heads of service (HoS) to aid the building of relationships, (3) review 360-degree approach and process for appraisals of CMT, directors and HoS by 2025,</p>		<p>Evolve leadership offers to respond to changes in landscape and movement in behavioural changes expected ie. Financial management</p> <p>Introduce 360-degree management development tool for appraisals of CMT, directors for performance management and development</p>	L&OD	<p>Introduce 360-degree management development tool for appraisals for Heads of Service</p>	<ul style="list-style-type: none"> <li>• Reduction in staff/manager grievances</li> <li>• Staff say that senior managers are more visible and accessible</li> <li>• Develop a talent pool of future leaders ready for succession</li> </ul>
<p>(1) Deliver a variety of leadership conferences/forums for CMT/Directors/HOS/Middle managers to intentionally and proactively develop productive relationships among leadership to operational level</p>	OD+ external partner		L&OD	<p>Continue management and leadership network forum events/conferences to continue to develop/hone transformation capability</p>	
<p>(1) Managers/Leaders to undertake back to the floor sessions with staff to</p>	OD + Directorate Corporate	<p>Directorates evolve &amp; deliver local back to the floor</p>	Directorate leadership	<p>Directorates continue to increase visibility of leaders through back to the floor</p>	

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	increase visibility and understand/resolve sticking	Directors & Directors	sessions with staff to increase visibility and understand/resolve sticking points.		sessions, road shows, recognition events with staff to increase visibility and build trust is leadership
	(2)Develop a leadership offer for senior managers(CMT, Directors) on inclusive management, change leadership alongside and opportunities to participate in organisational raids, commission coaching support as required Offer leadership membership ie. White hall Industry group(WIG)	L&OD	Review leadership offer for senior leaders and ensuring individual and collective needs are being addressed. Ensure all leaders have a back to the floor plan and are executing consistently	L&OD, External partner	Evaluate impact of leadership development offers and continuously improve as required to respond to transformation initiatives
	1) Establish a programme of mentoring and (2) coaching,	L&OD, External partners	Continue to build software capability to optimise mentoring and coaching offer	L&OD, External partners	Evaluate effectiveness of senior leaders via 360, and temperature checks. Review impacts of more visibility and refresh offer
	(1)Establish networking forums for Middle managers	L&OD + MSP +external partners	Review, maintain development programmes as needed	L&OD + MSP +external partners	Ensure council wide access to mentoring and coaching opportunities as a development tool
	(3)To prepare talented managers for transition into senior roles we will offer: • Stepping into Leadership	L&OD	Continue to roll out development programmes for middle managers: • Stepping into leadership	L&OD	Evaluate effectiveness of the development programmes.
	(2) Explore development programmes for all staff aspiring for future managerial positions managers:	L&OD	Implement development programmes for all staff aspiring for future managerial positions		Evaluate take up and effectiveness of the development programmes.

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	<ul style="list-style-type: none"> <li>Aspiring managers</li> <li>Management Foundations</li> </ul>		managers: <ul style="list-style-type: none"> <li>Aspiring managers</li> <li>Management Foundations</li> </ul>			
<b>Equality, Diversity and Inclusion</b>	<p>Establish &amp; develop the equalities, diversity and inclusion Board as a governance body for equalities</p> <p>Introduce the role of equality champions/leads &amp; establish them for each directorate</p> <p>Establish challenge sessions with Equalities leads from all directorates to hold them to account for delivery of the equalities strategy</p>	Katherine Kerswell & Grace Addy	<p>Approval and corporate implementation of equalities strategy actions</p> <p>Ensure council wide responsibility for delivery of the equality strategy</p>	Transformation office, Equalities Board, Denise McCausland	Continue to monitor and evaluate local delivery of equality actions	<ul style="list-style-type: none"> <li>Increased representation of global majority staff in grade 15 and above roles</li> <li>Our cultural outcomes are tangible and felt by 90% of staff</li> <li>Staff actively utilise space mechanisms</li> <li>Staff say they are treated fairly and can speak truth to power without repercussions</li> <li>Our processes, policies and system ensure fairness and equity is embedded in them</li> </ul>
	(1)Establish a review process of our current Values looking at the value of Values, bench mark against other local authorities where it makes sense	L&OD	Refresh & resocialise our values embedding within all leadership, performance frameworks and strategies	L&OD	Temperature check to evaluate our adoption of our values and reinforce any gaps using a variety of levers <ul style="list-style-type: none"> <li>Ensure values embedded into all people processes, systems including recruitment,</li> </ul>	<ul style="list-style-type: none"> <li>Staff feel we provide reasonable adjustments</li> <li>Staff they say we are all living our values</li> <li>Staff networks increasingly become for a for social interaction instead of advocacy groups</li> </ul>
	(1)To ensure fairer recruitment processes and reduce bias we will develop/train a pool of diverse of candidates for interview panels	HR & L&OD	Continue to refresh processes to keep recruitment skills current	HR, L&OD, Equalities	Look to evaluate the overall impact of the diverse panels and whether there has been any quantitative or qualitative data on our shortlisting and screening processes. Do staff feel our recruitment processes are fairer as a result of using the panels. Are we using	<ul style="list-style-type: none"> <li>Council at grades 15-and above incrementally reflects the community we serve</li> <li>Resident satisfaction rates improve year on year</li> </ul>

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	<p>Deliver staff engagement safe space mechanisms to hear, support &amp; respond, to the voice of staff:</p> <ul style="list-style-type: none"> <li>• Programmed monthly 'Tea Breaks' for CMT to listen</li> <li>• 2 Staff temperature/ pulse checks</li> <li>• Ongoing staff Network support</li> <li>• Staff road shows</li> <li>• Local back to floor exercises</li> </ul> <p>(1) Establish a shadow CMT offer (3) Create values change champions within Directorates</p>	L&OD	<p>Deliver staff engagement safe space mechanisms to hear, support &amp; respond, to the voice of staff:</p> <ul style="list-style-type: none"> <li>• Expand 'Tea Breaks' concept</li> <li>• Staff Networks</li> <li>• Staff road shows for front line staff</li> <li>• Quarterly Staff Engagement survey/, temperature /pulse checks</li> <li>• introduce a new safe space process developed by Race Equalities Matters</li> <li>• Launch a shadow CMT offer</li> <li>• Evaluate Equalities &amp; Values change champions within Directorates</li> </ul>	L&OD	<p>them consistently</p> <p>Continue to implement and evaluating effectiveness and impacts of all safe space and change agent mechanisms:</p> <ul style="list-style-type: none"> <li>• Deliver staff engagement safe space mechanisms to hear, support &amp; respond, to the voice of staff:</li> <li>• Expand 'Tea Breaks' concept</li> <li>• Staff Networks</li> <li>• Guardians programme</li> <li>• Staff road shows for front line staff</li> <li>• Deliver Quarterly Staff Engagement survey/, temperature /pulse checks</li> <li>• Launch a shadow CMT offer</li> <li>• Evaluate Equalities &amp; Values change champions within Directorates</li> </ul>	
	<p>Given a 69% female workforce and a commitment to increase representation of global majority at senior levels plus a need to address some intersectionality issues, especially for the council's lower graded staff we are</p>	L&OD, External partner	<p>Deliver Positive action leadership for racialised and minoritized and women staff expand to Disability leadership mostly at frontline level</p>	<ul style="list-style-type: none"> <li>• L&amp;OD, External partner</li> </ul>	<p>Continue to offer, evaluate and expand positive action leadership programmes for global majority, women:</p> <p><b>Global majority:</b></p> <ul style="list-style-type: none"> <li>• Launch cohort 3' Blacks on Board'</li> </ul>	

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<p>prioritising our positive action programmes on Global majority &amp; women.</p> <p>(1)Deliver leadership programmes for racialised minorities to include:</p> <ul style="list-style-type: none"> <li>• Launch cohort 1 'Blacks on Board' programme' offered by Olmec for minoritized employees, especially colleagues in entry / front line roles</li> <li>• Implement reciprocal Mentoring Pilot</li> <li>• 'Inspiring Individuality' leadership apprenticeship L3 offered by Raising the Bar' aims to empower and inspire individuals who may be in the minoritized groups to share the pride of their ethnicity with others and learn fundamental techniques to address inclusivity for themselves and others</li> </ul> <p>(1)<b>Women's programmes</b> offered by 'Raising the Bar' to include:                  Women In Leadership apprenticeship programmes at L3 &amp;5 which aims to inspire, motivate, and empower current &amp; aspiring female leaders and stimulate talented women to meet their potential.</p>	<p>L&amp;OD, Raise the Bar</p>	<p>:</p> <p><b>Global majority:</b></p> <ul style="list-style-type: none"> <li>• Launch cohort 2 'Blacks on Board' programme' offered by Olmec for minoritized employees, especially colleagues in entry / front line roles</li> <li>• Roll out Reciprocal Mentoring for all levels of leadership &amp; management</li> </ul> <p><b>Women in Leadership</b>                  Level 3 &amp; 5 apprenticeships:                  Launch cohort 2 apprenticeships</p> <ul style="list-style-type: none"> <li>• Explore an introduce Leadership offers for staff with disabilities</li> </ul> <p><b>All:</b>                  Participation in shadow CMT</p>		<p>programme' in partnership with Olmec for minoritized employees, especially colleagues in entry / front line roles</p> <ul style="list-style-type: none"> <li>• Leadership programmes for those with a disability</li> </ul> <p><b>Women's Leadership:</b>                  Level 3 &amp; 5 apprenticeships:                  Launch cohort 3 apprenticeships</p> <p><b>All:</b>                  Participate in shadow CMT</p>	
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<p><b>Health and wellbeing</b></p>	<ul style="list-style-type: none"> <li>• Develop a health and well strategy with action plan</li> <li>• H&amp;S review of Policies</li> <li>• Establish council wide compliance for health and wellbeing training uptake</li> <li>• Ensure council wide completion of mandatory of introductory e-learning on mental health and wellbeing course</li> <li>• Establish a health and wellbeing passport</li> </ul> <p>(1) Guardians programme relaunched (1)Promote, refocus the Guardian's programme as a source for confidential listening and health and wellbeing support</p>	<p>L&amp;OD, Public Health,</p>	<ul style="list-style-type: none"> <li>• Health and wellbeing actions are implemented and evaluated.</li> <li>• Monitor health and wellbeing trends.</li> <li>• Regularly review rate of usage of EAP</li> <li>• Assess impacts of Guardian programme             <ul style="list-style-type: none"> <li>○ Pursue LGC award for health and wellbeing</li> </ul> </li> <li>• Ensure all managers complete the Champions health and well-being programme</li> <li>• Ensure mechanisms are put in place to understand the needs of our satellite offices and areas not part of the main BWH centre</li> </ul>	<p>L&amp;OD Public health</p>	<ul style="list-style-type: none"> <li>• Review Wellbeing passports</li> <li>• Pursue London Healthy Workplace Award</li> <li>• Monitor improvements of health and wellbeing-outcome 3 of our equality strategy</li> </ul>	<ul style="list-style-type: none"> <li>• Incremental reduction of short- and long-term sickness trends.</li> <li>• Greater use of intelligent data to develop effective health and wellbeing policies &amp; practices</li> <li>• Reduction in sickness absence</li> <li>• Absence rates are consistently below the reported CIPD average for Local government.</li> </ul>
<p><b>Skills and Performance</b></p>	<ul style="list-style-type: none"> <li>•Build on our mandatory training and recertification process and ensure baseline data is in place.</li> </ul> <p>Ensure a robust induction to</p>	<p>L&amp;OD</p>	<p>At start of financial year introduce a new performance management &amp; appraisal system</p>	<p>L&amp;OD</p>	<ul style="list-style-type: none"> <li>• Continue to develop skills Pathways established for all roles</li> <li>• Review and refresh our Appraisal –</li> </ul>	<ul style="list-style-type: none"> <li>• All staff participate in regular, quality appraisals and feel results reflects their true performance outcomes.</li> <li>• Skills/Career pathways</li> </ul>

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	<p>the council:          • Induction – introduce basic approach then iterate over the 3 years to create induction as an experience; Manager Induction.</p> <p>Develop and rollout training to address priority skills gaps of :          • Customer service          • Digital skills          • Change management          • Managing diverse teams for managers          •Managing conflict</p>		<ul style="list-style-type: none"> <li>• Develop/pilot skills pathways for priority and/or scarce roles</li> <li>• Increase promotion of Utilising Apprenticeship levy to support development</li> <li>• Review compliance for mandatory training for all staff and managers and monitor and report through our learning management system</li> </ul>		<p>Review/embed approach</p> <ul style="list-style-type: none"> <li>• A corporate hybrid, experiential onboarding and induction programme is in place and accessible to all staff</li> </ul>	<p>are established and working.</p> <ul style="list-style-type: none"> <li>• All staff receive regular, quality appraisals.</li> <li>• 100% completion of compliance training within induction timeframe and fulfil appropriate recertifications.</li> <li>• Staff feel they have the skills, knowledge and tools to perform well.</li> <li>• Incremental decreases in disciplinary cases</li> <li>• Improved relationships with residents to change their perception of the Council</li> </ul>
<p><b>Pay and Reward</b></p> <p><b>NB. Recognition is covered</b></p>	<ul style="list-style-type: none"> <li>• Review of Job Evaluation forms to streamline</li> <li>• Create design principles for pay and reward using co-creation as a key design principle</li> <li>• Raise awareness on total pay and reward through various communications campaigns.</li> <li>• Develop and socialise a Total Reward statement and integrate as part of an attraction process</li> </ul>	<p>HR</p>	<ul style="list-style-type: none"> <li>• Simplify approach to job design</li> <li>• New Job description and person specification launched</li> </ul> <p>Recognition:</p> <ul style="list-style-type: none"> <li>• Develop recognition toolkit for managers to use</li> </ul>	<p>HR + external partner</p>	<ul style="list-style-type: none"> <li>• Evaluate the impact of new JD on employee experience</li> <li>• Offer opportunities to celebrate our success</li> </ul>	<ul style="list-style-type: none"> <li>• Competitive pay and reward as an attraction mechanism</li> <li>• Pay is no longer a constraint in attracting the best talent</li> <li>• Staff perceive they are paid fairly</li> </ul>

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	<p>Recognition:</p> <ul style="list-style-type: none"> <li>Review options for informal formal recognition programmes ie. Long service award, staff awards</li> </ul>					
<b>Attraction and retention</b>	<ul style="list-style-type: none"> <li>Review, simplify and decrease bias in our internal and external recruitment process, implement quick wins <ul style="list-style-type: none"> <li>Using Videos on our recruitment pages</li> </ul> </li> </ul>	HR	Introduce Values Based Recruitment	HR	<ul style="list-style-type: none"> <li>Workforce planning and succession planning is introduced</li> <li>Develop/pilot systemic approach to career development in</li> <li>Establish internal talent pipeline for succession planning</li> <li>Evaluate how we are doing on promoting talent and increasing job mobility internally</li> </ul>	<ul style="list-style-type: none"> <li>Apprenticeship levy is fully utilised year on year to support in work or external apprenticeship programmes</li> <li>Attrition is less than the London average for key skills</li> <li>Increased number of internal promotions and especially among those with protected characteristics</li> </ul>
	<p>(2)Explore opportunities to address future and scarce skills gaps</p> <ul style="list-style-type: none"> <li>Develop relationships with Croydon university hospital, Palace for Life and Croydon college as a talent management mechanism,</li> <li>Explore/agree processes, policies, practices on promoting talent and increasing job mobility internally, leveraging development in multiple ways – e.g. via secondments, apprenticeships, job</li> </ul>	HR, L&OD	<p>Establish a talent management strategy and plan and consider:</p> <ul style="list-style-type: none"> <li>Pilot systemic approach to skills/career pathing in one directorate</li> <li>(1) Establish a promote internally first principle/practice where possible</li> <li>(3) Introduce succession planning</li> <li>(1) Develop/pilot career pathways for priority and/or scarce roles</li> </ul>	HR+L&OD	<p>Embed our talent management action plans which include:</p> <ul style="list-style-type: none"> <li>Develop/deploy talent pools to be deployed as required to meet resource needs</li> <li>Rollout career pathways across scarce roles</li> </ul>	<ul style="list-style-type: none"> <li>We successfully recruit to all our advertised vacancies and measure internal promotion activity</li> </ul>

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	<p>shadows, work experience</p> <ul style="list-style-type: none"> <li>Continue to recruit to and manage the National Graduate Development Programme</li> </ul>					
	<p>(2)Research/Review talent management approaches that will support our transformation objectives</p>	HR+ L&OD	<p>Introduce Workforce planning to more accurate project future staffing and skills needs</p>	HR	<p>Continue to develop pipelines to address skills shortages</p>	
<p><b>Employer Brand</b> NB there are fewer specific actions highlighted in this pillar as our Employer Brand will be a culmination of other pillar actions</p>	<p>(2)Explore/agree options of accreditations we want to pursue</p> <ul style="list-style-type: none"> <li>Pursue Good Employer Assessment for Excellence in July 2023.</li> </ul> <p>(3)Establish a strategic partner relationship with REED to support us in building our brand</p>	HR	<p>Pursue organisational accreditations which develop our aspirational brand which may include:</p> <ul style="list-style-type: none"> <li>Revamp organisational presence and experience on all marketing media</li> <li>Consider third sector to see how they can work with us to create an enabling relationship.</li> </ul>	HR		<p>Attain Good Work standard award at the 'Excellent' level as recognised by the Mayor of London</p> <p>Investors in People recognition</p> <p>London Living wage accredited employer</p> <p>Race at Work Charter progression and recognition. 90% rating in employer promoter rating in engagement surveys</p>