

Annual Chief Executive report

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Chief Executive

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CROYDON

key factors affecting croydon and the council

growing population approaching 400,000 residents
(445,000 by 2031)

poverty being exported from central london (croydon in top 5 affordable boroughs)

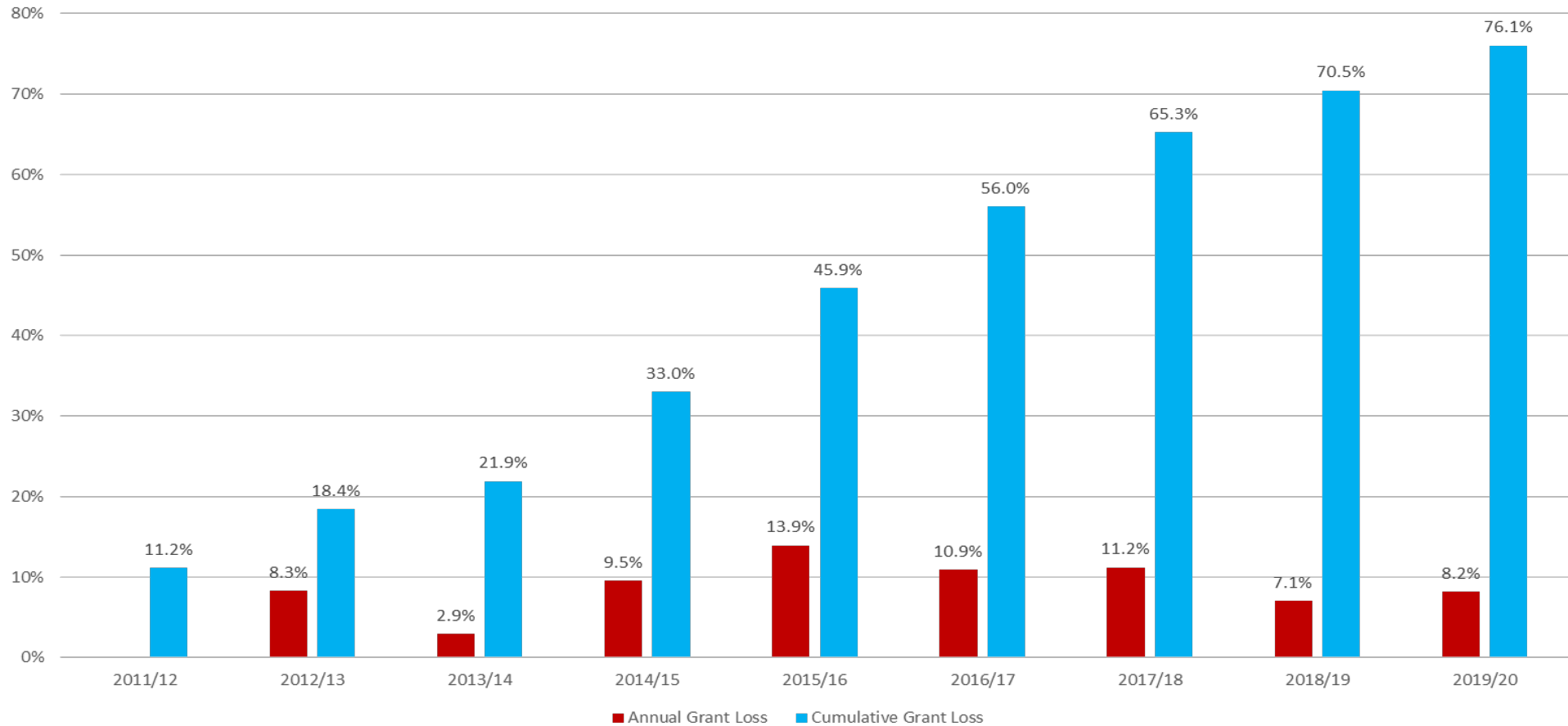
home office location in croydon e.g. UASC and other
people in need

brexit and impact on other areas for
government, e.g. CSR, business rate retention, other
funding

report will cover

- financial context
- brexit preparedness
- prevention & locality working
- children's service improvement
- workforce data & workforce strategy

financial context



budget pressures

- children's services
 - UASC
 - children's social care
 - DSG – high needs block
 - SEN transport

- adult services
 - high cost placements

preparation of a refreshed
medium term financial strategy

- identify efficiencies whilst protecting the front line
- increasing our reserves
- maximising income generation capabilities

how will we achieve this?

- series of sprint sessions focusing on areas of high cost in early september
- initial proposals (end of september/ early october)
- accelerate our work on early intervention & prevention in localities with partners

prevention collaboration and locality working

subject of previous report to scrutiny and overview
(4th september 2018)

delivering services in different parts of the borough
based on evidence and data

maximising opportunities through collaborative working with:

- statutory partners
- voluntary and community sector
- residents

synergy with partner direction of travel

north croydon

- first pilot
- significant level of partner activities
- high service demands particularly in relation to children & families

- combination of acute and preventative services
- early help
- adult services
- gateway food stop, community connect & other services



new addington

- launches on 24th september at goldcrest youth centre
- focus on employment, health and wellbeing

south croydon

- 8 wards – selsdon to old coulsdon
- pockets of deprivation
- challenging geography which contributes to isolation & exclusion to some services
- formal launch in october/ november

preparing for brexit

- established a cross-organisational group to coordinate brexit planning
- working with key partners through croydon and london resilience forum
- regular two way communication with government via london councils

examples of key activity

- identify all LAC for which croydon must apply for settled status
- reviewing contingency plans for tier 1 contracts
- service level business continuity plans updated in relation to brexit

- internal and external communications regarding settlement scheme for EEA nationals and signposting to brexit guidance
- providing support for residents applying for settled status through registrars and SW london law centre

children services improvement

3 key phases

- stabilising the service (post ofsted - may 2018)
- building the foundations (may – december 2018)
- driving the improvement (december – present)

- ofsted confirmed we are now making ‘sustained progress under strong leadership’.
- 98% of children looked after had an up-to-date care plan.
- children looked after visits within timescales were above target at 96%.

- there was a 22% increase in the number of young people aged 16-18 with an up-to-date pathway plan.
- 78% of children in our care had an up to date personal education plan, (15% in january 2019).
- visits within 4 weeks to children on a child protection plan were only 1% below target of 95%.

- 98% of initial child protection conferences took place within 15 days of the strategy discussion – the highest level since april 2017.
- the number of re-referrals in the month fell below 400 for the first time since september 2018.

workforce & engagement - analysis

3,387 staff (July 2019)

	Gender	Ethnicity	Disability
Staff July 2019	65.11% (female)	43.32%	9.0%
Residents 2011	51.50% (female)	44.92%	8.0%

- 41% of workforce over 50
- key issue of non disclosure across all characteristics – approx. 30% non disclosure
- turnover 3.7%

workforce & engagement – pay gap analysis

- equal pay calculations compare the average pay of staff undertaking equal work, doing the same job or on the same grade.
- gender is the only statutory area for pay analysis.
- croydon analyses both ethnicity & disabilities.

gender

- croydon 1.6% (mean ordinary hourly pay gap)
- london 3.4%
- outer london 4.7%

- ethnicity – 9.7% (higher proportion of BAME employees in lower pay quartiles)
- disability – 2.7%

how are we tackling pay gap/ diversity at all levels?

BAME leadership development

- 75 participants
- 25 secured a promotion, secondment or interim role

- croydon has been a disability confident employer since 2017.
- 12% heads of service and above are declared disabled (9% across workforce).

- staff networks
- compulsory equality learning and training for line managers and general staff
- flexible/ agile working
- family friendly policies

agency staff – 13.8% across the council (june 2019)

Department	Percentage of Agency covering funded roles
Children's Families & Education	21.05%
Gateway, Strategy & Engagement	11.86%
Health, Wellbeing & Adults	12.05%
Place	18.67%
Resources	5.83%

sickness absence (june 2019)

Department	Permanent Staff (FTE)	Number of sick days: 1 April – 30 June 19	Sick days per FTE: 1 April – 30 June 19 (one quarter)
Children's Families & Education	566	968	1.74
Gateway Strategy & Engagement	486	398	0.85
Health, Wellbeing & Adults	458	200	0.44
Place	852	699	0.84
Resources	877	633	0.72
Average across Council			*0.91

workforce strategy

- setting out the council's commitments and expectations of its workforce.
- ensure that we have an inclusive and representative workforce.
- process involved 800 staff with 5000 comments including trade unions.

- baseline review – quantitative and qualitative
 - improve the recruitment process to support further change in levels of BAME representative at senior & middle manager level.
 - focus on building managers accountability to increase levels of staff engagement and inclusivity, whilst developing their skills and confidence in implementing the council's core values.

we will:

- revise our performance framework and appraisal processes to reflect the diverse needs of the organisation, and supports assessment and development through both objectives and behaviour.
- revise our induction process that ensures that the first 100 days of engaging with the council reflects our brand and commitment to an inclusive workplace.

- introduce a set of recruitment standards and practice to attract, select and enhance our aim to have a representative workforce across our organisation.

- conduct a holistic HR policy review for currency and effectiveness in light of our equalities, fairness and transparency agenda.
- our organisational design principles and change management processes will be transparent, fair and we will continue to invest in our current and future leaders through:-

- the continuation of our aspiring and inspiring leadership programmes.
- supporting positive action leadership programmes (e.g. BAME, women's).
- ensuring consistency of behavioural expectations and feedback through our 360 assessment/development tool.

equalities framework for local government

- council will undertake EFLG assessment in november 2019.
- external assessor confirmed croydon is well placed to secure 'achieving' status.
- gaining LGA equality accreditation will help the council demonstrate that equality, inclusion and diversity is at the heart of everything we do.
- will also support the council's corporate equalities work programme that aims to embed equality good practice into our services.