

REPORT TO:	CABINET 18 November 2019
SUBJECT:	Workforce Strategy 2019-2022
LEAD OFFICER:	Jo Negrini, Chief Executive and Head of Paid Service Sue Moorman Director of Human Resources
CABINET MEMBER:	Councillor Tony Newman Leader of the Council
WARDS:	All

CORPORATE PRIORITY/POLICY CONTEXT/ AMBITIOUS FOR CROYDON

[Corporate Plan for Croydon 2018-2022](#)

As a council we want to deliver the best services for our residents, and to do that we need the right people, doing the right things at the right time. This requires collaboration and commitment between the council and our staff.

Our workforce strategy clearly sets out our five key priority areas to be the focus of our activity over the next three years, enabling us to become a high performing organisation. It spells out how we'll make sure our workforce has the right skills and support in order to deliver for the residents of Croydon, now and in the future.

The workforce itself is also changing. There are different expectations and aspirations regarding work, career and life, while retirement has changed and evolved for many. This is why a workforce strategy to 2022 is necessary to set out the council's commitment to its workforce. The strategy will support the commitments in the corporate plan and will provide a clear promise to our current and future workforce to make the experience of working for us a collaborative, inclusive, productive and happy one.

FINANCIAL IMPACT

There are no direct financial implications arising from the adoption of the workforce strategy.

The financial implications of each element of the strategy will be developed and the funding identified before implementation

FORWARD PLAN KEY DECISION REFERENCE NO: This is not a key decision

The Leader of the Council has delegated to the Cabinet the power to make the decisions set out in the recommendations below

1. RECOMMENDATIONS

The Cabinet is recommended to

1.1 Adopt the Workforce Strategy 2019-2022, attached as Appendix 1
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2. EXECUTIVE SUMMARY

- 2.1 Croydon has a clear ambition to provide excellence in its services and make the borough a great place to live, work and relax. We have achieved a lot and have exciting plans for our future but it's not possible without a dedicated and motivated workforce that is proud to be part of our journey
- 2.2 We know that across the public sector there will continue to be financial challenges, increased localisation and integration, and greater demands for our services as well as increased public expectations, particularly in terms of how we listen to them, and how we deliver services in the context of increasing advances in the use of technology at work. This means our workforce needs to be more dynamic, with the right support and development in place to respond and deliver to our residents.
- 2.3 In the last three years, the council has created the conditions to support and retain its workforce talent, demonstrating an inclusive culture. However, there is more that can be done, and we need to do more to demonstrate inclusivity and improve staff engagement. Building a more engaged workforce means our staff will be more receptive to change and drive higher performance which in turn drives better outcomes for local residents.
- 2.4 The strategy articulates our workforce vision and articulates the five equal priority areas that will support us in becoming a high performing organisation. The areas are:
1. Attract, recruit & retain talent
 2. Improve engagement and well-being
 3. Improve workforce equality, diversity and inclusion
 4. Develop and grow outstanding leaders and managers
 5. Develop a culture of high performance, innovation, creativity and achievement
- 2.5 Key deliverables include:
- 2.5.1 Attracting, recruiting and retaining talented staff and leaders through reputable employer branding, pursuing a robust talent management and succession planning strategies supported by provision of timely, high quality, accessible skills development, with impactful people management interventions, recognising and rewarding high performance, ensuring we have the right people with the right skills for the right roles at the right time.
- 2.5.2 Building a clear, accessible support and engagement structures, to support the well-being and work/life balance of our staff, at all times ensuring all staff a voice is heard; inspiring a culture of trust, inclusivity and transparency.
- 2.5.3 Pursuing a workforce diversity profile that reflects the local community at all levels, developing staff who are committed to doing a good job collaboratively

and listen to each other and our residents; with leaders and managers who manage staff fairly based on the merits of individual cases, establishing an inclusive working environment where people can be themselves and give their best at all times.

- 2.5.4 Developing and growing adaptive, collaborative and inclusive leaders and managers at all levels of the organisation with digital leadership skills who are able to effectively guide the organisation through change, providing authentic and genuine focus, direction and support for our staff.
- 2.5.5 Establishing and implementing effective people, performance management, appraisal and talent management systems to ensure the council anticipates, plans for and tackles critical, current and future workforce challenges, with a workforce that's high performing, collaborative and delivers value for money.

3. BACKGROUND & CONTEXT

- 3.1.1 By 2030 the population of Croydon will be close to 442,000 - the size of a small city and 57.8% of the population will be from BAME ethnicity group. The workforce of the future must reflect this demographic change at all levels.
- 3.1.2 In addition, our Corporate Plan for Croydon 2018-2022, outlined our challenges and how we intend to tackle these challenges. Some of our key challenges include limits on public service budgets and increasing demand for our services due to changes in need and our demographic changes.
- 3.1.3 The workforce strategy sets out our key priorities over the next few years to become a high performing council, responding to the changing demographics, context and conditions. It also defines our success factors and what it will take from all of us to fulfil our ambitions. It spells out how we'll make sure our workforce has the right skills and support, now and in the future. The strategy sets the pathway of opportunities and activities to achieve our vision:-

'To be a high performing organisation that is collaborative, inclusive, and innovative; that allows talent to flourish and builds our workforce capability to meet our ambitions and reflect our community - where everyone can speak up, speak out and have a voice in the future direction of the organisation - where fairness and justice feel real, and where bullying, harassment and discrimination are not tolerated.'

- 3.1.4 The ambitions to workforce strategy align to our Economic Growth strategies to enhance Croydon's employment market and capability and to create and provide job opportunities for local residents.
- 3.1.5 We will need to collaborate increasingly with our communities and our partners, utilising intelligence for decision making. This will mean thinking differently to change the way in which we deliver services to our residents. As well as driving change initiatives, we need to get the basics right and keep a clear focus on the performance of our services. As well as ensuring our workforce is equipped with the skills and confidence to engage positively with our residents to improve service experience and outcomes.

- 3.1.6 Public services will be delivered in an integrated way in the future that it will be difficult to distinguish the specific roles and responsibilities of all delivery partners. This means the requirement of the workforce will be different from what they are today and therefore the roles and skills of today may not necessarily be fit for purpose within 3 years. As our context shifts, we will need to review where we are annually and assess the currency of our priorities.
- 3.1.7 As we continue into the digital era, it is expected that the workplace will continue to become less defined, creating more opportunities for flexible working, impacting on the way in which we engage with our workforce. Our Digital Strategy looks at how we will utilise digital to enable our workforce. Digital transformation is not just about technology - it's about changing the way in which people live and work.
- 3.1.8 As a council we want to deliver the best services for our residents, and to do that we need the right people, doing the right things at the right time. A high performing organisation plans, organises and develops its workforce effectively to support the achievement of its strategic priorities. This proposed strategy articulates a need to attract and retain a core workforce that has the right skills and attitudes needed to deliver on our corporate objectives.
- 3.1.9 The workforce strategy reflects some of the new skills that our current and future managers will need to work in a highly diverse organisation and borough, for example, managers ability to manage people 'differences' will be a critical. However, the strategy is also about the broader employment agreements between staff and current and future staff to ensure we retain and attract the right workforce to ensure services for the residents of Croydon are the best they can be.
- 3.1.10 The delivery of the strategy will enable the Council to develop a high performing workforce, composed of diverse, skilled, adaptable, engaged, empowered and creative people and teams. Our service models will bring us closer to our residents where a localised, preventative and early intervention approaches are supported by a modern and progressive organisational culture. We must become a place that's inclusive, fair and recognises us all as individuals.

3.2 Key workforce challenges

- 3.2.1 Our corporate plan for Croydon 2018-2022 outlined our challenges and how we intend to tackle them. We know we will need to work differently and more effectively in the face of rising demand and falling funding. Some of our key people challenges include:
- 13.8%.of our reported vacancies are covered by agency staff, with it being as high as 22% in our children's services
 - Under representation of BAME and disabled staff at senior levels, correlating with a hourly pay gap of circa 8.8% and .06% respectively
 - We still have a disproportionate representation of BAME staff and those with a disability in our formal case work as compared to our workforce profile
 - 41% of staff say "I have issues in the organisation relating to fairness and inclusion" according to our last survey

- We lose 7.84 days of staff time due to absence, per employee each year

3.3 Outcomes of the strategy

3.3.1 The workforce strategy is focused on delivering primarily 10 outcomes by 2022 and each of these will contribute to the overarching benefits for our staff and the Council itself:

- We will have a high performing workforce that is representative of our communities at all levels, and one that demonstrates our organisational values and behaviours
- We will have a recognisable brand with a culture and management practices that are described as fair, equitable and inclusive
- Early intervention, locality based working and a more integrated workforce will be normalised as the way of working
- We will have mechanisms in place to regularly identify/assess and address skills shortages to ensure organisational resilience, a collaborative culture and responsiveness to service delivery
- Our staff will have clear transparent pathways with clear learning and development offers
- We will consistently attract, recruit, induct, develop, reward and retain talented people, who want to work for us
- We will have embedded workforce policies and practices that are robust, reflect best practice and are consistently applied
- We will consistently make evidence-based decisions informed by accurate workforce data and projections
- Our workforce will confidently manage diversity and inclusion, identifying and dealing with behaviour that does not reflect our culture and values
- We will have a strong framework of health, wellbeing and staff benefits to support and value our workforce

3.3.2 Some of our key actions over the next three years included in the strategy are:

- Establish key performance metrics against protected characteristics that will let us measure progress to employ a workforce that is representative of its community profile at all levels of the organisation.
- Achieve 'Excellence' in the EFLG framework by 2022
- Make sure that employment practices are regularly reviewed through equality audits to ensure they are fair and consistent
- Introduce an induction and on boarding process that fully reflects our values and commitment to an inclusive workplace
- Involve staff through regular staff surveys and encourage regular 'temperature checks' on key areas of insight
- Create opportunities to take part in decision making and consultation (including culture ambassadors, staff networks)
- Support the staff networks in being a strong and fair and voice that reflects our diverse workforce
- Improve the recruitment process to positively support further change in the levels of black and ethnic representation at senior and middle manager levels

3.3.3 Some key actions that we have committed to delivering within the first year include:

- Deliver positive action leadership programmes for BAME, women and disabled staff **March 20**
- Re-establish the mission and purpose of the Culture Board giving its remit, programmes and membership an explicit focus on diversity and inclusion as part of its wider responsibility for the workforce strategy **Dec. 19**
- Introduce a set of minimum recruitment standards **Jan 20**
- Create an engagement calendar for staff to enhance corporate participation and increase networking opportunities **April 20**
- Commission external BAME panel members list to serve on interview panels for senior posts where necessary **Jan. 20**
- Create/publicise guidance ensuring panel chairs have diverse interview panels **Dec. 19**

4. CONSULTATION

- 4.1 To inform the development of the strategy, we pursued a comprehensive series of engagement activities starting from a qualitative and quantitative analysis completed by independent external consultants through to a leadership and two managers' conferences and face to face and online consultation. Face to face sessions were held across all offices within the borough. The online opportunity was made accessible on any device at any time during the consultation period.
- 4.2 The Council commissioned Axia, an external consultancy to complete a quantitative workforce profile analysis which informed a subsequent 'deep dive' qualitative analysis series of engagement sessions across the council conducted by an external consultant to promote objectivity and increase staff trust in outputs.
- 4.3 The qualitative analysis involved face to face anonymous discussion with a variety of staff groups including the staff networks, unions, ELT and reviews of previous staff surveys, appraisal reports.
- 4.4 We also conducted an internal staff engagement exercise throughout the Summer of 2019. 824 staff gave us feedback, comprised of 49 face to face workshops across all offices, 323 online entries and 5000 comments. Responses received from the staff in person and online were captured by the performance team, analysed and translated into themes to maintain a single record of response data. Themes from the responses are implicitly or explicitly reflected in the final strategy.

5. PRE-DECISION SCRUTINY

- 5.1 The development of the workforce strategy was discussed at scrutiny on 10th September in the Chief Executives update. It was noted that Workforce Strategy would set out the Council's commitment to its workforce. The strategy will support the commitments in the corporate plan is being developed

through strong staff engagement to create a clear mutuality of expectation between us an employer and the workforce.

5.2 The Committee welcomed the steps taken by senior management to engage with staff across the organisation and looked forward to having the opportunity to review the results of the next staff survey.

5.3 The Committee welcomed the Council monitoring the BAME pay gap and hoped to see progress in narrowing the gap in future updates staff and also its expectations from them. A key aim was to ensure that the Council had an inclusive and representative workforce.

6. FINANCIAL AND RISK ASSESSMENT CONSIDERATIONS

6.1 There are no direct financial implications arising from the adoption of the workforce strategy.

6.2 The financial implications of each element of the strategy will need to be developed once the strategy is adopted and the funding identified before implementation can commence.

6.3 Risks

There is a risk associated with the adoption of the strategy that the vision it articulates cannot be delivered due to financial constraints. This risk will be managed through careful management of the budget and prioritisation of the delivery. The risk of not adopting the strategy will lead to the council not meeting the needs of its staff, service users and residents, and therefore not delivering on the corporate plan.

6.4 Options

There are no options presented in this report other than to not adopt the Workforce Strategy.

6.5 Future Savings / efficiencies

The strategy is intended to ensure an effective workforce over the medium term, to ensure the organisation is equipped to deal with service and financial challenges.

Approved by: Ian Geary, Head of Finance, on behalf of Lisa Taylor, Director of Finance, Investment and Risk & Section 151 Officer

7. LEGAL CONSIDERATIONS

7.1 The Head of Litigation and Corporate Law comments on behalf of the Director of Law and Governance that there are no further direct legal implications arising from the recommendations within this report however, as various proposals which form part of the strategy are brought forward, specific legal advice as to their implementation and implications may be required.

Approved by: Sandra Herbert, Head of Litigation and Corporate Law, on behalf of the Director of Law and Governance and Deputy Monitoring Officer.

8. HUMAN RESOURCES IMPACT

- 8.1 Our workforce is the most important resource we have and the successful implementation of the workforce strategy will have a significant positive impact on the worked experience of our current and future staff at LBC. Developing a positive employer brand and a strong commitment to our Council will help to ensure the right staff at the right time supporting our communities.

Approved by: Sue Moorman, Director of Human Resources

9. EQUALITIES IMPACT

- 9.1 An Equalities Analysis has been completed and approved by the Equalities Manager has been carried out and is attached to this report as Appendix 2.
- 9.2 The adoption and implementation of the Workforce strategy will improve the net positive position relative to where we are now and therefore have a positive impact on all staff groups. We will take steps to mitigate any unforeseen negative impacts by ensuring provision an Equality analysis is completed prior to implementation of all actions.
- 9.3 One of the priorities of the strategy is on improving, equality, diversity and inclusion with specific long and short term activities proposed to be delivered.

Approved by: Yvonne Okiyo, Equalities Manager

10. ENVIRONMENTAL IMPACT

- 10.1 There are no known environmental implications stemming from the adoption of the workforce strategy.

11. CRIME AND DISORDER REDUCTION IMPACT

- 11.1 There are no known implications to crime and disorder reduction resulting from the adoption of the workforce strategy

12. REASONS FOR RECOMMENDATIONS/PROPOSED DECISION

- 12.1 The last workforce strategy in place for Croydon spanned 2013-2015. The purpose of a workforce strategy is to set a transparent direction of travel for workforce needs to support the ever changing local authority landscape. Its implementation assures we have a capable and resilient workforce with the right skills at the right time to respond to our changing context.

13. OPTIONS CONSIDERED AND REJECTED

13.1 A do nothing option was rejected.

14. DATA PROTECTION IMPLICATIONS

14.1 WILL THE SUBJECT OF THE REPORT INVOLVE THE PROCESSING OF 'PERSONAL DATA'?

NO

However when collating data and it is deemed that personal data will need to be accessed in a way that has not been agreed, a DPIA will be completed.

14.2 HAS A DATA PROTECTION IMPACT ASSESSMENT (DPIA) BEEN COMPLETED?

NO

Approved by: Sue Moorman, Director of Human Resources

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APPENDICES TO THIS REPORT:	Appendix 1 – Workforce Strategy 2019-2022 Appendix 2 – Equality Analysis Form
BACKGROUND DOCUMENTS:	None