# People and Culture Transformation Strategy

# 2023/24

# Action Plan

**2023/24**                     **Getting the Basics Right**

| Pillar | Action | Activity | Delivery Date | Key measures |
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| Leadership and Management | Building a cultural impetus:<br><br>Develop a Target Operating Model (TOM) by January 2024, outlining a compelling vision that aligns with the cultural vision and future state of Croydon. Ensure that the TOM reflects a clear transformation roadmap, encompassing both short-term and long-term goals.<br><br>Define and articulate a cultural vision for Croydon council within the TOM by March 2024 outlining key cultural attributes and behaviours that will drive success in the future state. | TOM Development<br><br><br><br>Activity from CTT sessions in 2022/23 | Jan 24<br><br><br><br>Mar 24 | The council has a future target operating model, transformation plan and a road map for getting us to the year 2028.<br><br>80% + of surveyed staff feel confident that they understand the vision and direction of travel of the council. |

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| Outline the current internal and external capabilities of Croydon council by March 2024, and project the future capabilities required to meet the goals set in the TOM. Identify any capability gaps and propose strategies for closing them.<br><br>Integrate the outputs and outcomes of Crossing the Threshold initiatives into the cultural mapping exercise by March 2024, ensuring that the cultural vision within the TOM is informed by the lessons and successes of these initiatives. | Improve workforce culture to align with wider council transformation | Mar 24 | |
| Offer leadership and management development at all levels to foster a mindset of inclusive, distributed leadership and accountability with aligned behaviours, to include:<br>• Establishing and embed a behavioural framework for inclusive and distributed leadership in all development offers, | Leadership Talks | Aug.23– March 24 | 30% or more of all levels of the council participate in leadership and management development activities as ascribed to establish and nurture an inclusive performance management culture |
| 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 | HoS Forums in person | Quarterly | 10% increase in staff expressing that they are engaged in more sharing of best practice with other colleagues at a cross-level or cross-directorate level<br><br>10% more of our partners have been asked for feedback on our partnership working<br><br>10% more residents feel that we are spending more time understanding their needs and collaborating for solutions |
| Managers/Leaders to undertake back to the floor sessions with staff to increase visibility and understand/resolve sticking | Leadership visibility | Starting April 2024 | At least 25 % of staff would recommend their manager for an award within one year of back to the floor sessions<br><br>Customer relations problem resolution timeframes are reduced by 25%<br><br>50% more staff feel their managers understand their work and trust them to make the right decisions and escalation of decision-making is reduced by 25% creating more efficiency |
| 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<br>• Establish interactive exchanges for CMT, directors and heads of service (HoS) to aid the building of relationships,<br>• review 360-degree approach and process for appraisals of CMT, directors and HoS by 2025,<br><br>• Offer leadership membership ie. White hall Industry group(WIG) | Increasing leadership capacity | Starting April 2024 | At least 60% of staff feel that their appraisal conversations and assessments are fair, accurate, and effective.<br><br>The number of grievances is reduced by 10% by the third quarter of 2024<br><br>Staff say they are doing at least 25% more cross-collaborative working with all levels and across normal ways of working by the third quarter of 2024<br><br>At least 50% of managers and leaders feel they are trusted to make decisions appropriate to their level of delegation without multiple counter checks on 70% of their decisions |

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| | | | At last 25% of residents express improved satisfaction in relationships with the council by the third quarter of 2024 |
| Launch a mentoring and coaching programme for employees at all levels to foster a culture of continuous learning and professional development within the council by April 2024 | Increasing workforce capacity and capability | April 24 | Launch an internal mentoring and coaching software platform that will facilitate development of mentoring and coaching relationships and pilot in one by the end of March 2024<br><br>At least 80% of staff participating in a coaching programme report more confidence in their job performance and satisfaction. |
| Establish networking forums for Middle managers to facilitate the exchange of best practices and knowledge among middle managers ensuring the longevity and impact of networking forums on the professional development of middle managers. | Improve leadership and management capability | Apr 24 | 50% or more managers declare they have either shared or received successful strategies/lessons learned and best practices from other managers and this has reduced either redundancy or time to develop solutions leading to cost savings and operational efficiency after participation in at least two or more forums by the end of March 2024.<br><br>50% or more managers expressed that exposure to diverse perspectives from across the council has helped them develop innovative solutions to complex problems.<br><br>70% or more managers express higher satisfaction in their roles as people managers after attending one or more forums .<br>At least 70% of staff feel their managers are supportive and are more likely to stay with the council. |
| To prepare talented managers for transition into senior roles we will offer:<br>• Stepping into Leadership | Continue to develop pipelines to address skills shortages | Oct 23 | Launch a "Stepping into Leadership" programme to prepare talented managers for senior roles by April 2025 with at least 80% of participants report an improvement in targeted leadership competencies through post-programme assessments. |
| Explore development programmes for all staff aspiring for future managerial positions managers:<br>• Aspiring managers<br>• Management Foundations<br><br>Leverage the programmes in our branding initiatives to demonstrate the council's commitment to employee development and growth. | Develop internal future talent pipeline | Jan 24 | Launch the Aspiring Managers Programme to develop skills and knowledge for future managerial positions targeting 100% of eligible staff within the first six months.<br><br>Develop core management foundations to provide essential skills for effective management with 90% of participants demonstrating proficiency in core management competencies through post-programme assessments.<br><br>Strengthen leadership capabilities by integrating leadership development components into both programmes with at least a 25% increase in self-reported leadership competencies among programme participants.<br><br>50% of programme participants express interest in or transition to higher roles within one year of completing the programmes. |

| | | | 25% + of new starters citing development programmes as a key attraction factor. |
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| Pillar | Action | Activity | Delivery Date | Measures of success |
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| **Equality, Diversity, and Inclusion (EDI)** | • Establish & develop the equalities, diversity and inclusion Board as a governance body for equalities<br>• Introduce the role of equality champions/leads & establish them for each directorate<br>• Establish challenge sessions with Equalities leads from all directorates to hold them to account for delivery of the equalities strategy<br>• Establish key metrics to measure the inclusiveness of decision-making within the EDI Board. | EDI Board established | 2021-2027 | The EDI Board establishes an accountability model for holding the directorates accountable for the successful delivery of the Equality strategy delivery plan and actions to achieve the Councils outcomes of :<br>• The Council addresses social inequities as a community leader and employer<br><br>• Strong partner working ensures improved access to opportunities and meets individual needs as they arise<br><br>• People in Croydon are supported to lead healthier and independent lives for longer |
| | Initiate a review of our current values and assess need for changes aligned to our new aspirations. Benchmark against other local authorities where it makes sense | Review values to ensure they are authentic and reflect the culture of the council | Commence April 24 | Develop a strategy and approach for reviewing our values by March 2024 and launch a wholesale values review<br><br>Socialise new values for final agreement by end of March 2024<br><br>Embed new values in all appropriate HR policies, recruitment, behavioural frameworks and appraisals by April 2024 |
| | To ensure fairer recruitment processes and reduce bias we will develop/train a pool of diverse of candidates for interview panels | 120 volunteers recruited<br>Training delivered | June 23<br>Sep Nov 23 | 80% of interview panels will be diverse within six months of recruitment and training.<br><br>85% or more of new starters and existing eligible staff going for promotion experience the hiring process as fair and inclusive. |
| | Deliver staff engagement safe space mechanisms to hear, support & respond, to the voice of staff:<br>• Programmed monthly 'Tea Breaks' for CMT to listen<br>• <mark>2 Staff temperature/ pulse checks</mark><br>• Ongoing staff Network support<br>• Staff road shows<br>• Local back to floor exercises<br>• <mark>Establish a shadow CMT offer</mark><br>• <mark>Create values change champions among CMT members</mark> | Monthly tea breaks scheduled<br><br>Networks in place and funding issued<br><br>Roadshows regularly | Ongoing<br><br>May 23<br>Ongoing | CMT and other senior leaders will commit to attend either on a rotating basis, or as a collective, 100% of 'Tea Breaks', and other online safe space activities<br><br>Achieve 30% or higher staff engagement in staff temperature/pulse checks.<br><br>100% of the 8 staff network chairs say they feel supported, they are listened to and their network contributions are valued by the EDI Board and the council.<br><br>At least 80% of staff in each Directorate feel confident to approach their corporate director and/or directors to have a conversation and/or share ideas |
| | Given a 69% female workforce and a commitment to increase representation of global majority at senior levels plus a need to address | Improve workforce EDI | Starting Oct 23 | |

some intersectionality issues, especially for the council's lower graded staff we are prioritising our positive action programmes on Global majority & women.

Deliver leadership programmes for racialised minorities to include:
- Launch cohort 1 'Black on Board' programme' offered by Olmec for minoritised employees, especially colleagues in entry / front line roles
- Implement reciprocal Mentoring Pilot
- '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

)**Women's programmes** offered by 'Raising the Bar' to include:
Women In Leadership apprenticeship programmes at L3 &5 which aims to inspire, motivate, and empower current & aspiring female leaders and stimulate talented women to meet their potential.

| | Course roll out Oct 23 | Oct 23 | Increase representation at leadership levels among racialised minorities, foster mutual learning and support among leaders from diverse backgrounds and empower and inspire individuals from minoritized groups to address inclusivity and share their ethnic pride.

80% or higher of participants say that the leadership programmes addressed intersectionality issues especially staff in grades 15 and below.

15% or more participants should report a positive career trajectory within one year of completion of their respective programme(s). |
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| Pillar | Action | Activity | Delivery Date | Measures of success |
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| **Health and Wellbeing** | • Develop a health and well strategy with action plan<br>• H&S review of Policies<br>• Establish council-wide compliance for health and wellbeing training uptake<br>• Ensure council wide completion of mandatory of introductory e-learning on mental health and wellbeing course<br>• Establish a health and wellbeing passport<br><br>(1) Guardians' programme relaunched<br>(2) Promote, refocus the Guardian's programme as a source for confidential listening and health and wellbeing support | Developed action plan and co-creation strategies in place | Oct 23 | Co-develop with staff and other key stakeholders the health and wellbeing strategy and action and implement actions within three months of approval.<br><br>80% or more of staff will complete all health and wellbeing mandatory training by April 2024<br><br>100% of new staff will complete all mandatory health and wellbeing training within six months, aligned to the probation period.<br><br>Year on year numerical increase in the use of health and wellbeing passports from date of launch and corresponding policy - use passport system and promote its benefits to employees.<br><br>Increase visibility and awareness of the Guardians programme within three months of a relaunch with 90% or more of staff saying they are aware of the programme and know how to access it if needed.<br><br>Sustain and strengthen the role of Guardians as confidential listeners for staff support and well-being. |

| Pillar | Action | Activity | Delivery Date | Key measures of success |
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| **Skills and Performance** | Build on our mandatory training and recertification process and ensure baseline data is in place.<br><br>Ensure a robust induction to the council:<br>. • Induction – introduce basic approach then iterate over the 3 years to create induction as an experience; Manager Induction.<br><br>Develop and rollout training to address priority skills gaps of :<br>• Customer service | Induction Checklist revised and updated<br><br>Online induction Launch | Sept 23<br><br>Oct 23 | 20% or more reduction in penalty costs due to breaches in compliance to our statutory, legal and/or regulatory obligations<br><br>100% of staff have completed all mandatory modules<br><br>At least 90% of new starters participating in an induction programme after one year feel they |

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| • Digital skills<br>• Change management<br>• Managing diverse teams for managers<br>•Managing conflict | | | had a positive onboarding process and would recommend their friends and family to croydon council.<br><br>Council staff adopt a customer centric approach to service delivery and 60% of residents participating in a resident survey report an increase in satisfaction rates with their interactions with the council six months after council-wide customer services training.<br><br>Croydon council has a pool of 100+ internal diverse staff and managers with the right knowledge, skills and capabilities to respond to the changing landscape and current needs of the council and residents resulting in a reduction of external recruitment costs and retention of key resources one year and beyond the priority skills training.<br><br>10% improvement in overall digital literacy and adaptability within the workforce and with residents, resulting in enhanced positive customer relations management six months post skills update. |

| Pillar | Action | Activity | Delivery Date | Measures for success |
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| **Pay and Reward** | • Review of Job Evaluation forms to streamline<br>• Create design principles for pay and reward using co-creation as a key design principle<br>• Raise awareness on total pay and reward through various communications campaigns.<br>• Develop and socialise a Total Reward statement and integrate as part of an attraction process<br><br>Recognition:<br>• Review options for informal formal recognition programmes ie. Long service award, staff awards | JE process updated and launched.<br><br><br><br><br><br><br><br>Long Service Award programme recognition<br><br>Staff Award recognition | July 23<br><br><br><br><br><br><br><br>Nov 23<br><br>April 24 | Launch a communications campaign in July 2023 to spotlight the various rewards that the council offers all staff<br><br>Initiate in April 23 a weekly recognition spotlight as part of the CE's newsletter to provide council-wide acknowledgement of those who have provided exemplary service(s)<br><br>Launch an inaugural 'long service award' for staff who have been employed for over 20 years, commencing 30 November 2023 to be conducted quarterly.<br><br>Commence a review in the fourth quarter of 23/24 of our job evaluation forms and processes to identify efficiencies, consistencies and fairness in the evaluation process with the expectation of reducing bias and promoting staff satisfaction. Review to be completed by first quarter of 24/25 with proposals for future forms and processes to be submitted for approval by June 24 |

| Pillar | Action | Activity | Delivery Date | Measures of success |
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| **Attraction and Retention** | • Review, simplify and decrease bias in our internal and external recruitment process, implement quick wins<br>   • Using Videos on our recruitment pages<br><br>(2) Explore opportunities to address future and scarce skills gaps<br>• Develop relationships with Croydon university hospital, Palace for Life and Croydon college as a talent management mechanism,<br>• Explore/agree processes, policies, practices on promoting talent and increasing job mobility internally, leveraging development in multiple ways – e.g. via secondments, apprenticeships, job shadows, work experience<br><br>Continue to recruit to and manage the National Graduate Development Programme<br><br>3) Research/Review talent management approaches that will support our transformation objectives | Recruitment review and co-creation<br>Updating recruitment internet to include videos<br>Updating documentation<br>Improving candidate experience<br>Improving application form process<br><br>Improve workforce skills and align with recruitment review to support talent development<br><br><br>Developing secondment opportunities for advertisement | Oct 23 | At least 80% of new starters report that the recruitment and selection process was fair<br><br>10% less cost in the administrative overhead required to fill posts<br><br>Croydon attracts at least 30% diverse talent to meet our goals for representation of the community at all levels<br>Experience: simplifying the process creates a positive impression on candidates, improving the employer brand and making it easier to attract top talent.<br>Implementation of Quick Wins:<br><br>Utilise AI in screening: implement artificial intelligence tools to screen applications, reducing unconscious bias and ensuring fair evaluation.<br>Standardise interview questions: develop standardised interview questions to ensure consistency and fairness during candidates' evaluation.<br>Training programmes: conduct training programmes for hiring managers to raise awareness about unconscious bias and promote fair hiring practice.<br>2. Use of videos on recruitment pages:<br>Objective:<br><br>Enhance the candidate experience and provide a more engaging insight into the organisational culture. |

| Pillar | Action | Activity | Delivery Date | Measures of success | Lead | RAG |
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| **Employer Brand** | • Explore/agree options of accreditations we want to pursue<br>• Pursue Good Work Standard excellence level accreditation<br>• Establish a strategic partner relationship with Reed Learning to support building our brand | GWS 'excellence' level evidence submitted and awaiting outcome from the GLA<br><br>Relationship developed and delivery/roll out being planned. | Oct 23<br><br>Jan 24 | Decide on branding options and monitor<br><br>50% of new hires on starting report the council has a positive brand image | CPO | On track |

# People and Culture Transformation Strategy

## 2024/25

## Action Plan

| Pillar | Action | Activity | Delivery Date | Measures | Lead | RAG |
|---|---|---|---|---|---|---|
| Leadership and Management | Continue implementation /evaluation of culture development activities, processes, and integrating outputs/outcomes into mainstream business | Pulse surveys measuring workforce culture | Mar 25 | 90% or more of staff say they are aware and understand the new vision and target operating model and understand their role in and it. | CPO | |

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| Evolve leadership offers to respond to changes in landscape and movement in behavioural changes expected i.e.. Financial management<br><br>Introduce 360-degree management development tool for appraisals of CMT, directors for performance management and development | Management and leadership development programmes | Mar 25 | • 80% of staff perceive improvements in the accuracy, fairness, and effectiveness of the appraisal and performance management processes year on year.<br>• 10% reduction of formal grievances<br>• 25% increase in collaborative working among leaders and staff and breaking down of silos<br>• 60% or more residents express improved satisfaction in relationships with the council | CPO | |
| Directorates evolve & deliver local<br> back to the floor sessions with staff to increase visibility and understand/resolve sticking points. | Back to floor leadership visibility | Mar 25 | At least 70% of staff would recommend their manager for a manager of the year award within 1 year of back to the floor sessions<br><br>Customer relations problem resolution timeframes are reduced by 50%<br><br>50% more staff feel their managers understand their work and trust them to make the right decisions and escalation of decision making is reduced by 60% creating more efficiency | CPO | |
| Review leadership offer for senior leaders and ensuring individual and collective needs are being addressed.<br>Ensure all leaders have a back to the floor plan and are executing consistently | Leadership visibility and compliance | Mar 25 | 30% or more of staff express that they are engaged in more sharing of best practice with other colleagues at a cross level or cross directorate level<br><br>50% or more of our partners have been asked for feedback on our partnership working<br><br>50% more residents feel that we are spending more time understanding their needs and collaborating for solutions<br><br>All internal projects consider direct or indirect resident implications/impact as part of their scope | CPO | |
| Continue to build software capability to optimise mentoring and coaching offer | Develop efficient systems software to support coaching and mentoring | April 2024 | 100% of internal staff promoted to management and senior leadership roles will be assigned a mentor/coach immediately following promotion offer commencing April 2024.<br><br>100% of staff that are considered high potential or being considered as a possible successor will be assigned a coach/mentor commencing second quarter of 2024<br><br>100% of new starters will be offered a buddy as informal mentor commencing April 2024<br><br>At least 80% of staff participating in a mentoring and or coaching programme report more confidence in their job performance, increased productivity, and feel more capable | CPO | |

| | | | | 60-80% of participants will have the ability to select a mentor of their choice that most satisfies their requirements and is available. | | |
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| Review, maintain development programmes as needed | Evaluation of impact of development programmes | Mar 25 | | 100% of programme offerings will be aligned to critical business needs | CPO | |
| Continue to roll out development programmes for middle managers: <br> • Stepping into leadership | Leadership and management development | Mar 25 | | 80% of participants report an increased confidence in their ability to handle senior leadership responsibilities three months post programme completion. <br><br> Demonstrate the program's impact on career development and progression evidenced by 70% of participants transition into or express interest in senior roles within one year of completing the program. | CPO | |
| Implement development programmes for all staff aspiring for future managerial positions managers: <br> • Aspiring managers <br> • Management Foundations | Management development | Mar 25 | | All middle managers will complete a skills audit by the first quarter of 24/25 working in partnership with an external provider <br><br> All managers will have completed all core and essential management skills programmes by second quarter of 2024 reflecting outcomes of skills audit | CPO | |

| Pillar | Action | Activity | Delivery Date | Measures of success | Lead | RAG |
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| EDI | Approval and corporate implementation of equalities strategy actions <br><br> Ensure council-wide responsibility for delivery of the equality strategy | Workforce equality actions <br><br> Embed improved workforce equalities and diversity | Mar 25 | The EDI Board will monitor and scrutinise the delivery of the equalities action plan and will hold all operations to account | CPO | |
| | Refresh & resocialise our values embedding within all leadership, performance frameworks and strategies | Conduct surveys before and after the values refresh to measure changes in employee perception and alignment. Implement regular pulse surveys to gauge ongoing staff sentiment regarding the integration of values. Analyse performance appraisal data to assess how well employees are | | The business value of refreshing and resocializing organisational values lies in creating a more engaged, aligned, and adaptable workforce, ultimately contributing to improved performance, customer satisfaction, and long-term organisational success. <br> CMT members to commit to be a champion for at least one value once agreed in March 2024. | CPO | |

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| | aligning their actions with organisational values. Monitor team productivity and collaboration metrics to gauge the impact of values on collective performance. Track changes in attrition rates to assess whether the refreshed values contribute to improved staff retention. Assess the quality of new starters and the organisation's ability to attract talent that resonates with the refreshed values. Monitor customer satisfaction scores to understand the impact of values on resident perceptions Track the number and nature of resident complaints to identify any misalignments with our values. Evaluate the success of change management initiatives by assessing how well our values supported adaptability. Innovation Metrics:: | | Roles and responsibilities of a Value champion to be developed and agreed by CMT by March 2024<br><br>At least 70% of staff feel a sense of belonging and commit to meet our staff engagement goals within six months of socialisation of the new values<br><br>60% or more of staff say that their senior managers (HOS & above ) role model the behaviours expressed by our values and they trust them to make the right the decisions for the organisation<br><br>60% or more of residents trust senior leaders (directors and above) to make the right decisions for them | | |
| Continue to refresh processes to keep recruitment skills current | Developing community links and access programmes for residents | Mar 25 | Experience of recruitment and selection is expressed as inclusive and values based by new hires and participants in internal promotions<br><br>Trained panellists skills will be updated and refreshed annually or as required to ensure confidence in currency of knowledge and skills | CPO | |
| Deliver staff engagement safe space mechanisms to hear, support & respond, to the voice of staff:<br>• Expand 'Tea Breaks' concept<br>• Staff Networks<br>• Staff road shows for front line staff<br>• Quarterly Staff Engagement survey/, temperature /pulse checks<br>• introduce a new safe space process developed by Race Equalities Matters<br>• Launch a shadow CMT offer<br>• Evaluate Equalities & Values change champions within Directorates | Employee engagement | Mar 25 | CMT and other senior leaders will commit to attend either on a rotating basis or as a collective 100% of 'Tea Breaks', and other online safe space activities<br><br>Achieve 60% or higher staff engagement in staff temperature/pulse checks.<br><br>All 8 staff network chairs say that barriers and or concerns that impede their members from fully participating in work life are addressed in a timely way | CPO | |

| | | | | At least 90% of staff in each Directorate feel confident to approach their corporate director and/or directors to have a conversation and or share ideas | | |
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| | Deliver positive action leadership for racialised, minoritised and women staff expand to disability leadership mostly at frontline level :<br><br>**Global majority**:<br><br>• Launch cohort 2 'Black on Board' programme' offered by Olmec for minoritized employees, especially colleagues in entry / front line roles<br>• Roll out Reciprocal Mentoring for all levels of leadership & management<br><br>**Women in Leadership** Level 3 & 5 apprenticeships:<br>Launch cohort 2 apprenticeships<br>• Explore an introduce  Leadership offers for staff with disabilities<br><br>**All**:<br>Participation in shadow CMT | Positive action talent development | Mar 25 | 10% increase in representation at leadership levels at grade 15 and above among global majority, racialised minorities, and other underrepresented groups | CPO | |

| Pillar | Action | Activity | Delivery Date | Measures of success | Lead | RAG |
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| Health and Wellbeing | • Health and wellbeing actions are implemented and evaluated.<br>• Monitor health and wellbeing trends.<br>• Regularly review rate of usage of EAP<br>• Assess impacts of Guardian programme<br>   ○ Pursue LGC award for health and wellbeing<br>• Ensure all managers complete the Champions health and well-being programme<br>Ensure mechanisms are put in place to understand the needs of our satellite offices and areas not part of the main BWH centre | Improving workforce wellbeing | Mar 25 | Sickness absence rates from all categories    such as mental illness, stress etc. | CPO | |

| Pillar | Action | Activity | Delivery Date | Measures of success | Lead | RAG |
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| Skills and Performance | At start of financial year introduce a new performance management & appraisal system<br><br>• Develop/pilot skills pathways for priority and/or scarce roles<br><br>• Increase promotion of Utilising Apprenticeship levy to support development | Improving performance<br><br><br>Skills Pathway design developed Skills Pathway | Mar 25 | 20% or more reduction in penalty costs due to breaches in compliance to our statutory, legal and/or regulatory obligations<br><br>100% of staff have completed all mandatory modules<br><br>At least 90% of new starters participating in an induction programme after one year feel they had a positive onboarding process and would | | |

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| Review compliance for mandatory training for all staff and managers and monitor and report through our learning management system | | | recommend their friends and family to croydon council.

Council staff adopt a customer centric approach to service delivery and 60% of residents participating in a resident survey report an increase in satisfaction rates with their interactions with the council six months post council wide customer services training.

Croydon council has a pool of internal diverse staff and managers with the right knowledge, skills and capabilities to respond to the changing landscape and current needs of the council and residents resulting in a reduction of external recruitment costs and retention of key resources one year and beyond priority skills training.

Improvement in overall digital literacy and adaptability within the workforce and with residents resulting in enhanced positive customer relations management six months post skills update. | | |

| Pillar | Action | Activity | Delivery Date | Measures of success | RAG |
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| **Pay and Reward** | • Simplify approach to job design<br>• New Job description and person specification launched<br><br>Recognition:<br>• Develop recognition toolkit for managers to use | Improve job design and evaluation | Mar 25 | Recruitment complexities and timeframes are reduced by at least 25% according to hiring managers.<br><br>100% new starters say they have clarity and understanding of the expectation of their roles and responsibilities from the outset.<br><br>At least 40% of staff say they are able to readily map their skills with organisational needs fostering a positive sense of purpose and alignment with career goals.<br><br>10% or more reduction in turnover rates and the retention of valuable talent .<br><br>At least 60% of staff say they feel valued for their contributions.<br><br>Co-create with staff a set of design principles for a pay and total rewards programme by end of the first quarter 2024<br>At least 70 % of new starters cite that the total pay and reward is competitive and contributed to their | |

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| | interest in working for the council by the further quarter of 24/25 |
| | Current staff cite their total pay and reward as a motivation factor in remaining with the council commencing post implementation of the new total pay and reward package |

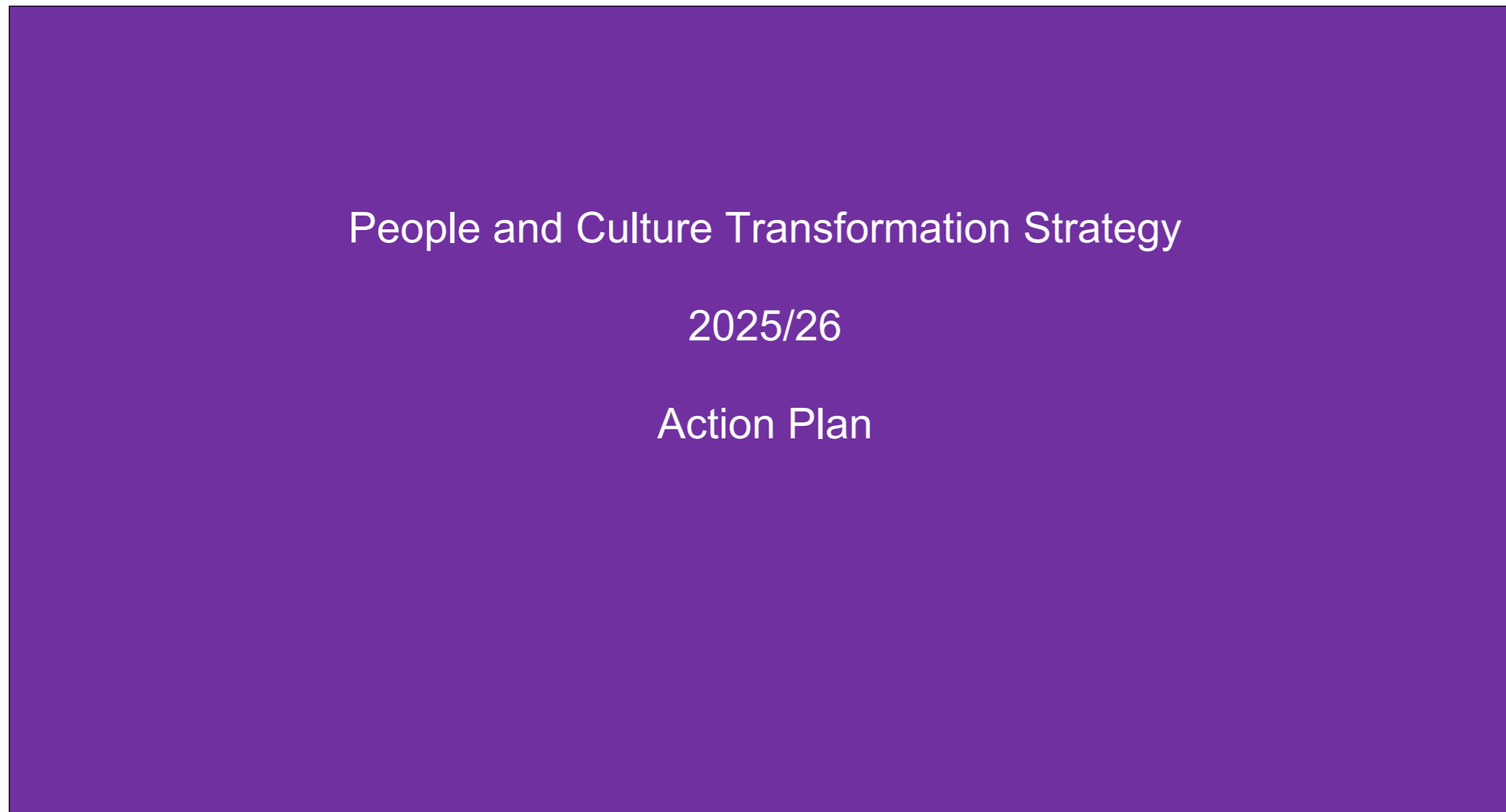| Pillar | Action | Activity | Delivery Date | Measures of success | Lead | RAG |
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| Attraction and Retention | Introduce Values Based Recruitment | VBR overview developed<br>Research and approach to introduce<br>VBR reconsideration<br>VBR Managers' Training<br>VBR Question approaches<br>Rollout | Aug 23<br>Aug 23<br>Aug 24<br>Sept 24<br>Sept 24<br>Oct 24 | Values-Based Recruitment can create a positive ripple effect throughout the council, impacting culture, employee engagement, performance, and overall business success. It aligns the workforce with the company's mission and values, contributing to a harmonious and purpose-driven workplace and specifically drive the following indicators:<br><br>10% reduction in exit reviews citing bullying and harassment as a key reason for leaving the council<br><br>20% increase in the range of diversity candidates who apply and are successfully recruited to the council.<br><br>New starters cite alignment of their values with the council's value as a reason to apply for a role<br><br>At least 60% of staff who work with new starters recruited in a values based recruitment process experience these new starters living the councils values from onset contributing to a more positive workplace and a sense of community.<br><br>At least a 50% decrease of staff vs staff grievances and improvements in teamwork and collaboration. | Head of Recruitment<br><br>Head of L&OD | |

| Pillar | Action | Activity | Delivery Date | Measures of success | | |
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| | | | | Our external partners, customers and would recommend the council to their friends and family as a good place to work<br><br>At least 20% retention of our top talent in scarce and hard to fill roles stay with the council for more than 2 years. | | |
| | Establish a talent management strategy and plan and consider:<br>• Pilot systemic approach to skills/career pathing in one directorate<br>(1) Establish and promote internally first principle/practice where possible<br>(3) Introduce succession planning<br>Develop/pilot career pathways for priority and/or scarce roles | Research and co-creation of talent management strategy<br>Consultation approaches with staff networks and trade unions<br>Development of workforce planning succession planning approaches and tools<br>Training for managers on workforce planning approaches<br>Roll out of workforce planning approaches | Mar 25 | Implementing a talent management strategy with a focus on internal promotions, succession planning, and career pathways not only contributes to cost savings and efficiency but also enhances employee engagement, talent readiness, organizational agility, and overall employer brand and reputation. These initiatives are integral to building a resilient and forward-looking workforce we will focus on the following KPI's:<br><br>10% or more retention of our best talent<br><br>Less than 10% cite lack of internal opportunities to grow as a reason for leaving the council in exit interviews.<br><br>10% reduction in downtime, disruptions, and maintenance of operational efficiency to fill vacancies.<br><br>At least 60% of staff cite that understanding their career paths and opportunities shows the council is commitment to invest in them and therefore a key motivator to continue to remain as part of the council's workforce<br><br>25% of scarce and priority roles will have a career path established ensuring current and future skills are developed proactively | Head of Learning & OD | |
| | Introduce Workforce planning to more accurately project future staffing and skills needs | Corporate Planning on skills and resources and skills mapping | Mar 25 | Agile workforce that can meet current and future capabilities required for transformation | CPO Director of Transformation Heads of HR Directorate Leads | |

| Pillar | Action | Activity | Delivery Date | Measures of success | RAG |
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| **Employer Brand** | Pursue organisational accreditations which develop our aspirational brand which may include:<br>• Revamp organisational presence and experience on all marketing media<br>• Consider third sector to see how they can work with us to create an enabling relationship. | Improve brand image through external accreditation. | April 24 | Achievement of 'Excellent' in Good work standards | |

People and Culture Transformation Strategy

2025/26

Action Plan

| Pillar | Action | Activity | Delivery Date | Measures of success | Lead | RAG |
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| **Leadership and Management** | Conduct a culture audit to identify our progress against cultural vision and targets:<br>• Address gaps | Improving and measuring cultural transformation | Commencing April 2025 | All staff know, understand the council's vision and at least 80% of them model customer centric behaviours by fourth quarter of 25/26 | Head of Learning and OD | |

| | | | Wherever there is a decision that allows residents a choice in service provision they are invited 100% of the time to co-create the outputs with the council | | |
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| | | | At least 80% of our service delivery provision has resident representation in its design. | | |
| | | | The council partners with appropriate external agencies to deliver services that they can deliver more effectively | | |
| | | | Multi-channels for reaching our customers are established and deployed as part of business as usual | | |
| Introduce 360-degree management development tool for appraisals for Heads of Service | Improve appraisal and performance management | April 25 | Service delivery outcomes consistently meet or exceed expectations of customers, residents and partners.<br><br>Budgets are managed effectively with no over spends<br>60% or more of service delivery teams report that they work in an inclusive and supportive environment and have the tools to perform their roles effectively. | Head of Learning & OD | |
| Continue management and leadership network forum events/conferences to continue to develop/hone transformation capability | Improving leadership and management capability | April 25 | 30% more cross-directorate projects and sharing of best practices and lessons learned | Head of Learning & OD | |
| Directorates continue to increase visibility of leaders through back to the floor sessions, road shows, recognition events with staff to increase visibility and build trust is leadership | Improve leadership visibility | April 25 | 50%+ of staff surveyed identify that leaders are visible | Head of Learning & OD | |
| Evaluate impact of leadership development offers and continuously improve as required to respond to transformation initiatives | Conduct assessments after leadership development programmes to measure the impact on participants' skills and behaviors.<br>360-Degree Feedback: Use multi-source feedback mechanisms to gather insights from peers, subordinates, and supervisors to provide a comprehensive view of leadership impact.<br><br>Implement surveys and focus groups to gather feedback from participants, identifying areas for improvement. | Mar 26 | By continuously evaluating and improving leadership development initiatives, the organisation ensures that its leaders are well-equipped to lead through transformation, fostering a culture of adaptability, innovation, and sustained success. This approach aligns leadership capabilities with organisational goals, contributing to a resilient and forward-thinking council. We will focus on:<br><br>80% or more of leaders at all levels demonstrate the necessary competencies in their designated role and level to navigate transformation challenges effectively one year post participation in a leadership programme.<br><br>Up to 60% of staff rate their leaders with people management roles as competent | Head of Learning & OD | |

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| | | Integrate real-time feedback tools to capture immediate insights, allowing for quick adjustments as needed.<br><br>Leverage data analytics to analyse trends, correlations, and patterns in leadership development impact<br><br>Compare leadership development outcomes against industry benchmarks to identify areas of strength and areas needing improvement.<br><br>Identify a dedicated resource(s) responsible for analysing evaluation data and implementing improvements.<br><br>Acknowledge and celebrate the successes and positive impacts of leadership development, reinforcing its importance in the council<br><br>Communicate the outcomes of evaluations transparently, demonstrating the councils' commitment to improvement | | and compassionate reinforcing the values that support transformation.<br><br>:<br><br>. | | |
| | Evaluate effectiveness of senior leaders via 360, and temperature checks. Review impacts of more visibility and refresh offer | Improving leadership including visibility | Mar 26 | CMT and directors consistently provide clarity of the future direction of the council and how it will impact their staff with 50%+ of staff surveyed providing positive confirmation<br>50% + of staff surveyed state leaders create an inclusive workplace where all staff are able to do their best work without fear of negative consequences | Head of Learning & OD | |
| | Ensure council-wide access to mentoring and coaching opportunities as a development tool | Develop clear guidelines for mentoring programmes<br><br>Communicate matching Process:<br><br>Provide training for Mentors and Mentees:<br><br>Program Oversight: Assign a coordinator to oversee the mentoring programme, providing ongoing support | Mar 26 | Council-wide access to mentoring and coaching opportunities cultivates a dynamic and empowered workforce, contributing to long-term success and resilience in the face of evolving challenges, specific KPIs:<br><br>80-100% retention of critical organisational intelligence when key gate keepers leave the organisation.<br><br>Coaching is offered to high potential talent to develop future leadership pipeline and | Head of Learning & OD | |

| | | | increase retention and mitigating succession risks | | |
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| | Promote programme<br><br>Gain support from senior leadership to endorse and actively participate in mentoring, setting a positive example for the rest of the organisation.<br><br>Feedback and Continuous Improvement:<br><br>Ensure the programme remains adaptable to changing organizational needs and priorities. | | 60% or more increased collaboration across different directorates, breaking down silos and promoting a more integrated organisational culture. | | |
| Evaluate effectiveness of the development programmes. | Improving workforce capacity and capability | Mar 26 | 80% of programme participants evaluate them as having a positive impact on personal development | Head of Learning & OD | |
| Evaluate take up and effectiveness of the development programmes | Improving workforce capacity and capability | Mar 26 | 80% staff when surveyed report positively about personal development | Head of Learning & OD | |

| Pillar | Action | Activity | Delivery Date | Measures of success | Lead | RAG |
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| **EDI** | Continue to monitor and evaluate local delivery of equality actions | Improving workforce EDI | Mar 26 | 80% staff report positively regrading workplace equality, diverse and inclusive | Head of Learning & OD | |
| | Temperature check to evaluate our adoption of our values and reinforce any gaps using a variety of levers<br>• Ensure values embedded into all people processes, systems including recruitment, | Values audit as part of temperature check, staff survey | Mar 26 | Turnover of staff especially those in key roles in the council is stable and below 10% | Head of Learning & OD | |
| | 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 them consistently | Survey trained panellists, new starters and those newly promoted | Ongoing since 2022, reported to EDI Board | At least 90% of new recruits whether internal or new to the council feel their recruitment process was positive, fair and free of bias | Head of Recruitment | |

| | Action | Activity | Delivery Date | Measures of success | Lead | RAG |
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| | Continue to implement and evaluating effectiveness and impacts of all safe space and change agent mechanisms:<br><br>• Deliver staff engagement safe space mechanisms to hear, support & respond, to the voice of staff:<br>• Expand 'Tea Breaks' concept<br>• Staff Networks<br>• Guardians programme<br>• Staff road shows for front line staff<br>• Deliver Quarterly Staff Engagement survey/, temperature /pulse checks<br>• Launch a shadow CMT offer<br>• Evaluate Equalities & Values change champions within Directorates | Develop new programmes to respond to changing needs. Expand topic areas to have conversations on difficult subjects | Up to Mar 26 | Staff say they trust their senior leaders to do the right things for the council: -<br><br>50% + staff say that senior leaders role model the council's values most of the time<br><br>25% of staff participate actively in one or more staff engagement activities designed to get their feedback<br><br>10% or more increased contributions to external social value activities | Head of Learning & OD | |
| | Continue to offer, evaluate and expand positive action leadership programmes for global majority, women:<br><br>**Global majority**:<br>• Launch cohort 3' Blacks on Board' programme' in partnership with Olmec for minoritized employees, especially colleagues in entry / front line roles<br>• Leadership programmes for those with a disability<br><br>**Women's Leadership:**<br>Level 3 & 5 apprenticeships:<br>Launch cohort 3 apprenticeships<br><br>**All:**<br>Participate in shadow CMT | Monitor and evaluate effectiveness of programmes and progress of participants | Up to Mar 26 | 20% increase in representation at leadership levels at grade 15 and above among global majority, racialised minorities, and other underrepresented groups<br><br>A 2% reduction in pay gaps at grade 15 and above among underrepresented groups<br><br>20 more internal promotions of women who are participating or have completed the Raising the Bar apprenticeship programme | Head of Learning & OD | |

| Pillar | Action | Activity | Delivery Date | Measures of success | Lead | RAG |
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| Health and Wellbeing | Review Wellbeing passports<br>• Pursue London Healthy Workplace Award<br>Monitor improvements of health and wellbeing-outcome 3 of our equality strategy | Improve workforce wellbeing | Implemented in 2023 and monitored to Mar 26 | The health and wellbeing of the council's staff is a key feature in appraisal conversations<br>80% of staff say they have a balanced work/life balance.<br>Managers have the tools and are equipped to recognise respond/sign post staff to | CPO | |

| Pillar | Action | Activity | Delivery Date | Measures of success | Lead | RAG |
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| Skills and Performance | • Continue to develop skills. Pathways established for all roles<br><br>• Review and refresh our Appraisal – Review/embed approach | | 2nd quarter of 25 | 80% + staff report that the appraisal process is fair and bias free<br><br>80% + of staff state the appraisal process serves both as a | Head of L&OD | |

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| | • A corporate hybrid, experiential onboarding and induction programme is in place and accessible to all staff | | | developmental and a performance management role<br><br>80% + onboarding experience of new starters enriches their job satisfaction | |

| Pillar | Action | Activity | Delivery Date | Measures of success | Lead | RAG |
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| **Pay and Reward** | • Evaluate the impact of new JD on employee experience<br> Offer opportunities to celebrate our success | Improving pay and reward design ti simplify | April 2025 | Simplifying job design and launching new job descriptions and person specifications can improve operational efficiency and recruitment processes, enhanced employee engagement, satisfaction, and talent retention. It sets the groundwork for a more structured and effective workforce management approach. | CPO | |

| Pillar | Action | Activity | Delivery Date | Measures of success | Lead | RAG |
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| **Attraction and Retention** | • Workforce planning and succession planning is introduced<br>• Develop/pilot systemic approach to career development in<br>• Establish internal talent pipeline for succession planning<br> Evaluate how we are doing on promoting talent and increasing job mobility internally | Improve workforce progression, capability and capacity | 4th quarter 25/26 | A pipeline of skilled and experienced individuals are ready to step into leadership positions when needed.<br><br>Policy of recruiting internally first is developed and implemented by third quarter 25/26<br><br>20% reduction in recruitment cost once we establish a promote internally first as a principle<br><br>60% of vacant senior management roles are filled internally and must reflect our representation goals across protected characteristics | CPO | |
| | Embed our talent management action plans which include:<br>• Develop/deploy talent pools to be deployed as required to meet resource needs<br>• Rollout career pathways across scarce roles | Improve talent development | 4th quarter 25/26 | Talent pool of skilled resources exist to be tapped into as required to meet business demands<br>Agility to respond to skill capability and capacity needs of the council | Head of Learning & OD | |
| | Continue to develop pipelines to address skills shortages | Partner with local universities, CALAT | 4th quarter 25/26 | A variety of pipelines are created with external institutions to develop scarce | Head of Recruitment | |

| | | | | skills ie. Planners, social workers | | |
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| | | | | Critical pipelines are functioning and producing skills required to perform effectively by first quarter of 2028 | | |
| | | | | Reduce timeline to acquire resource required to fill key roles by third | | |

| Pillar | Action | Activity | Delivery Date | Measures of success | Lead | RAG |
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| Employer Brand | • Continue to pursue accolades and employer of choice ranking awards | Enhancing the council's employer brand via external accreditations | Third quarter 2026 | Croydon is ranked in the top 300 of employers to work for in the public sector<br><br>Croydon council is ranked in the top 300 of employers to work for by Stonewall | CPO | |