

LONDON BOROUGH OF CROYDON

REPORT:	Audit & Governance Committee	
DATE OF DECISION	21st September 2023	
REPORT TITLE:	Update on People & Cultural Transformation Strategy	
CORPORATE DIRECTOR / DIRECTOR:	Elaine Jackson, Assistant Chief Executive	
LEAD OFFICER:	Dean Shoesmith, Chief People Officer Email: dean.shoesmith@croydon.gov.uk	
LEAD MEMBER:	Mayor Jason Perry	
CONTAINS EXEMPT INFORMATION?	NO	Public
WARDS AFFECTED:	N/A	

1 SUMMARY OF REPORT

- 1.1 A presentation will be given to update the committee on the development of the People & Cultural Transformation Strategy.

2 RECOMMENDATIONS

For the reasons set out in the report Audit & Governance Committee are recommended to:

- 2.1 Receive the presentation and update.

3 REASONS FOR RECOMMENDATIONS

- 3.1 The Executive Mayor in Cabinet has requested an update report on the progress of the People and Cultural Transformation Strategy 2022-26 and supporting Action Plan and this report and representation provides an update for Audit and Governance Committee.

4 BACKGROUND AND DETAILS

- 4.1 The presentation will cover the Council's journey to date in making workforce culture change and the development of the strategy and actions over the next three years to ensure improved service are provided to residents.

- 4.2 The issuing of the Report in the Public Interest in October 2020 referenced significant failings in leadership, governance and financial controls. It was evident that a fundamental change in approach to internal controls was required and at the same time creating a culture that was open, transparent and able to speak up would be essential for the future state.
- 4.3 Since that time focus on improving the organisation systems, processes and controls as well as the people and culture has been a key part of everyday activity.
- 4.4 *Appendix 1 – The Presentation is to follow.*

5 ALTERNATIVE OPTIONS CONSIDERED

- 5.1 For the council to improve services to residents it is essential that there is culture change and improved employee engagement and capacity to provide good quality services. As such, there are no alternatives to the People and Cultural Transformation Strategy and associated action plan.

6 CONSULTATION

- 6.1 All employees were invited to attend workshops and presentations on the People and Cultural Transformation Strategy and provide their feedback on the content to help shape and develop the overall action plan.
- 6.2 Over 200 employees and Union colleagues attended the workshop/presentations and have commented on the proposals. Additional consultation has taken place on specific elements of the strategy, including leadership, management, appraisals, careers, EDI and Health & Wellbeing. Focus groups to help with the Equalities Strategy refresh were also held, with 43 colleagues contributing.
- 6.3 The People and Culture Transformation Strategy has been presented to the ACE DMT, CMT, MAB, Scrutiny, as well as to Cabinet.
- 6.4 Whilst the action plan identifies programmes for change across the council to support and underpin how we transform our service delivery, there is no public consultation requirement.
- 6.5 It is proposed to continue to involve staff representatives throughout the continued review of the action plan implementation, as well as setting up employee groups to shape and implement specific deliverables, role modelling an inclusive culture through this co-design approach.

7. CONTRIBUTION TO COUNCIL PRIORITIES

- 7.1 The People and Cultural Transformation Strategy 2022-2026 aligns to the Croydon Renewal programme and the priorities outlined in the Mayors Business Plan,

particularly Priority 5: Develop our workforce to deliver in a manner that respects the diversity of our communities.

8. IMPLICATIONS

8.1.1 Providing update and no committee decisions.

8.1.2 Any proposals for decision at Cabinet will have financial, legal and equalities proposals considered and associated details.

9. APPENDICES

9.1 People and Cultural Transformation Update presentation.

10. BACKGROUND DOCUMENTS

10.1 People and Cultural Transformation Strategy 2022 – 2026.