



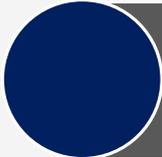
CLT AWAY DAY

March 2019

Success Traits



Resilience



Rapport



Mastery



Fostering Inclusion & Managing difference



The Context

- Those subject to the duty must eliminate unlawful discrimination, harassment and victimisation; Advance equality of opportunity; and foster good relations between people who share a protected characteristic and those who do not.
- Demographic and democratic imperatives
- Potential staff engagement and productivity dividends
- Reputational considerations



Inherited Legacy

- **Tough Times**
- **Under-representation**
- **Over-representation**
- **Much left unsaid**

Structured Listening

Culture board places equalities at centre of the agenda: JN has accelerated this

It is a friendly place, not a 'stab-you-in-the-back' place

In terms of equalities Croydon is seen as offering people fairness

A lot of good will and lots of good things happening

Not aware of anyone being refused learning and development opportunities

No loss of trust in Croydon's commitment to fairness and merit

Structured Listening

In other LA's the CEO would Chair the Equalities Board: is the culture board fulfilling that role?

Fear of 'trace-back' during staff survey

Need to show managers how to give fair and honest feedback, not just issue guidance

Is there systematic analysis of reorganisations and the shift to Localities Model on equalities?

There isn't a strong performance management culture, partly due to weak systems

BAME staff less likely to get 'exceeded' appraisals

Problematic grievances not dealt with early enough

We no longer have equalities expertise at HoS or Director level

Need BAME reps on recruitment panels

Completion-rate for appraisals given more emphasis than the quality of the interaction

Croydon is a fair place to work except for those who have problems with their line manager

Lack of in-year feedback

BAME staff over-represented in grievance, disciplinary and TU casework

Inclusive Croydon

- 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 & discrimination will not be tolerated;
- Where evidence of promoting inclusion is a key feature of managers' performance appraisal

Workforce Strategy



- Inclusivity modelled by the Top 25
- Corporate recommitment to honest and timely feedback
- Retooling of Surveys; Reports; Recruitment, Informal resolution of Issues; EFLG
- What else could CLT do to drive this agenda