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05 March 2008

To: All Members of the General Purposes Committee

Dear Member,

General Purposes Committee - Tuesday, 11th March, 2008

I attach a copy of the following reports for the above-mentioned meeting which were not available at the time of collation of the agenda:

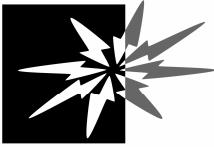
10. PEOPLE STRATEGY FOR HARINGEY COUNCIL 2008-2018 AND TAKING FORWARD THE RESULTS OF OUR INVESTORS IN PEOPLE REVIEW (PAGES 1 - 8)

(Report of the Corporate Head of Organisational Development) To provide an update on progress in developing the People Strategy for the council and outline the strategic people-related themes to be addressed and taken forward through it, and to set out the main findings from our recent Investors in People review.

Yours sincerely

Jeremy Williams
Principal Committee Coordinator

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Haringey Council

Agenda item:

[No.]**General Purposes Committee Meeting****On 11th March 2008**

Report Title: **People Strategy for Haringey Council 2008-2018 and taking forward the results of our Investors in People Review**

Forward Plan reference number (if applicable):

Report of: **Corporate Head of OD**

Wards(s) affected: **N/A**

Report for: **Information**

1. Purpose

- 1.1 to provide an update on progress in developing the People Strategy for the council and outline the strategic people-related themes to be addressed and taken forward through it
- 1.2 to set out the main findings from our recent Investors in People (IiP) review (November 2007) and inform members of the reviews implications and the activity required to maintain and build on our success.

2. Introduction by Cabinet Member

This report informs members on the update of the Council's People Strategy and provides an update on the outcome of the recent Council wide IIP review.

3. Recommendations

3.1 Members are asked to note:

- the themes that will be used in the development of the People Strategy
- the council's positive assessment against the revised and harder IiP standard and the key findings from a recent people management survey
- plans to use the newly developed Management Standards (Appendix A) across the organisation to set out clearly what is expected of line managers
- plans to assess all of our people managers against the "Managing People" competence as part of the Performance Appraisal process for 2008 year.

Report Authorised by: **Stuart Young, Assistant Chief Executive, People and Organisational Development**

Contact Officer: **Philippa Morris, Corporate Head of Organisational Development (ext. 3172)**

4. Chief Financial Officer Comments

4.1 The Chief Financial Officer has been consulted on the contents of this report and confirms that the resource implications raised in paragraph 10.2 relate to the initial costs around the launch and communication and costs to cover approximately 2 years of the 180 degree appraisals. These will be met from within existing HR and OD budgets however consideration needs to be given to funding the appraisals on an on-going bases (annual costs estimated at £7k)

5. Head of Legal Services Comments

5.1 The Head of Legal Services has been consulted on the content of this report and comments that there are no specific legal implications arising from the recommendations.

6. Local Government (Access to Information) Act 1985

6. Background

The People Strategy, currently being developed by People and OD, is designed to:

- ensure the council makes best use of its people to order to deliver the Community Strategy and Council Plan and improve its overall performance.
- allow the council to build on the strengths identified by our liP assessor as an investor in people and ensure that potential development areas are addressed (see appendix A).
- bring together and/or replace a number of time-expired strategies (eg the HR, Pay and Workforce, OD and Internal Communication strategies)
- drive the yearly People Planning process.

6.1 The strategy is also designed to shape the Council's organisational and workforce responses to a range of challenges including:

- Comprehensive Spending Review and the need to do more with less
- White Paper guidance on local leadership and place shaping
- Ageing local government workforce
- Creating sustainable employment for all communities
- Building capacity, particularly in areas such as change management, BPR and OD
- Employee engagement
- Changing models of service delivery

6.2 OD service has used the results of both the liP Assessment and staff focus groups and surveys to shape the development of the council's People Strategy.

7 Analysis

7.1 Key assessment findings from the liP Assessment

7.1.1 Haringey Council has retained its status as an Investor in People. The assessment was against the revised and harder liP standard and took place between 5 and 15 November 2007. Two independent assessors undertook the assessment, interviewing nearly 200 employees (including Trade Unions representatives) and a number of Members. Only half of liP status organisations are successful in their first assessments under the new standard

7.1.2 The Investors in People Review Report sets out the liP assessors findings and identifies areas of strength and areas where we could consider improvements.

7.1.3 In summary, our areas of strength are:

- Communication and understanding of the council's key priorities
- Strong culture of learning and development activity
- Staff engagement
- Constructive relationship with Trade Union representatives
- Development programme for elected Members
- Induction, both corporately and locally
- Development programme for Members
- Top managers walking the talk

7.1.4 Areas where development could be considered are:

- Further work to assess managers against competencies and standards
- Clarify how performance is measured
- Work to lessen the effect of the cynics
- Communicate considerable investments made in our people
- Take opportunities to reflect on why things don't work and learn from them
- Rationalise indicators for the five priorities

7.2 Key assessment findings from People Strategy workshops and survey

A questionnaire and series of focus groups were held with a cross section of employees to discuss the key people issues facing the council and its workforce.

7.2.1 Positive feedback from the survey included:

- 78% of respondents enjoy working for Haringey
- 82% of respondents felt proud (all or most of the time) of the work they do
- 86% of people feel Haringey is bold and ambitious in what it wants to achieve
- 92% claim that they feel trusted to deliver by their manager

And amongst the best things that people cited about working for Haringey included:

'The infinite fascination of working for an organisation with such diverse businesses and the people who work within it.'

'Having lived in the borough for 21 years, I can say that Haringey has more than improved in its delivery of service. Only this morning, I had a resident calling me to say thank you for coordinating works on his street. That was invigorating.'

The three best things about working for Haringey were:

- a) Satisfaction from doing a worthwhile job working with a diversity of staff and users
- b) Opportunities for development
- c) and flexible working conditions

7.2.2 Areas for Improvement : When asked what were Haringey's biggest workforce challenges, the top five responses were:

- Finding the right people – **57%**
- Retaining good staff – **62%**
- Ensuring staff feel valued – **55%**
- Managing poor performance – **36%**
- Giving people opportunities to develop – **31%**

7.2.3 The survey findings reiterated a number of themes that came out of the first round of focus groups, including:

- the need to improve our recruitment and retention practises
- the need to encourage innovation
- the need to become more externally focussed,

- the need to trust our people
- One Council approach, particularly through the creation of more flexible roles and career paths.

On the whole respondents felt that managers were visible and accessible. However, a number of the qualitative comments indicated that staff wanted leaders to be clearer and more cohesive, to be more involved in the strategic planning process, and shown that they are valued.

8. Implications

The council needs to recognise and build on:

- The features that staff most value about working for Haringey (doing a worthwhile job; opportunities for development; flexible working conditions)
- our positive assessment against the revised and harder liP standard and to ensure that the success in achieving liP re recognition is communicated and celebrated throughout the organisation.
- The hard work of all those who work for the council (staff, managers and members) in ensuring that as an organisation we are able to demonstrate our commitment to investing in people as a way of improving council performance.
- Maintain a tight focus on the importance of leading, managing and developing our people.

9. Next Steps

9.1 Develop the People Strategy under the following themes for member approval:

- a. **innovation and collaboration** ('one council' approach/partnership working/staff engagement/knowledge management)
- b. **ways of working** (strong people and performance management/living the values/effective people management tools, policies and procedures/flexible (and green) ways of working)
- c. **great place to work** (become one of the best councils to work for/reaching level 5 of the equality standard for local government/retaining liP status/ efficient recruitment process/accessible routes to employment/rewarding and recognising the good work of staff at all levels)
- d. **excellent people management and development** (leadership/Member-Officer working/core skills programme/role modelling/Haringey manager and standards/development programmes/talent management)
- e. **workforce planning, mapping and shaping** (social care sector development/national minimum datasets/workforce planning across sectors).

9.2 Use the newly developed Management Standards (at Appendix A) across the organisation to set out clearly what is expected of line managers and make assessments when necessary.

9.3 Assess all of our people managers against the "Managing People" competence using evidence gained from 180 degree feedback from staff as part of the Performance Appraisal process for this year.

9.4 Continue to target support to those services and teams where there are significant organisational health issues.

10. Financial implications

10.1 There are no additional budget implications: development of the 180/ 360 tool is contained within the leadership programme budget for 2007/8.

10.2 There will be resource implications for OD & HR to support the launch of the Haringey Management Standards and 180 degree appraisals. This will likely equate to the equivalent of 1-2 full time posts for 3-6 months.

11 Legal Implications

There are no legal implications at this stage.

12. Equalities Implications

The People Strategy will be subject to a full Equalities Impact Assessment before it is submitted to members for approval.

Managing People

Managers will:

1. Ensure that all staff have a written work plan or performance appraisal that sets out priorities and tasks for the year
2. Coach staff to help to help them improve their performance
3. Meet with their staff every 4 – 6 weeks for a Supervisions/1:1
4. Hold two-way team meetings and briefings at least monthly
5. Identify the Learning and development needs of their staff in supervision/1:1s and at performance appraisal and ensures that the investment has improved the business
6. Ensure all new joiners, job sharers and maternity returnees receive a planned local induction and attend a corporate induction within three months of starting
7. Be effective in using Haringey people management procedures including,
 - *Health and Safety*
 - *Recruitment and Selection*
 - *Absence management and sickness monitoring*
 - *Conduct & capability including staff suspensions*
 - *Performance Appraisal*
8. Role model the Haringey's values and competency behaviours in the way you do things

Customer Focus

Managers will:

1. Review customer satisfaction measures regularly to improve services
2. Use the complaints and feedback process to identify trends and make necessary changes to ensure a customer focused service.
3. Know your customers and anticipate current and future needs

Managing Resources

Managers will:

1. Regularly review / challenge your processes and technology to deliver service improvements and efficiencies
2. Be aware of national and local performance measures - and understand how your service works towards achieving them
3. Produce annual business / people plans which clearly define your goals and objectives
4. Understand your business plans and what this means for you and your team
5. Promote and demonstrate fairness and equality of opportunity in the provision of services, delivered by staff, which reflect the diverse communities we serve.
6. Understand and comply with council standing orders, contract standing orders and other council frameworks, policies and procedures to achieve positive outcomes.

Achieving Results

Managers will:

1. Have an understanding of what your key performance indicators are and what you need to do to achieve them
2. Use people, performance and perception data to drive service improvement.

Haringey Management and Leadership 180/360 Statements

<p>Self-development and Learning Taking responsibility for improving and developing themselves</p>
<ul style="list-style-type: none"> • Seeks feedback from others to improve own performance
<ul style="list-style-type: none"> • Shows an awareness of how their actions and words affect others
<ul style="list-style-type: none"> • Provides feedback to others inside / outside their own area
<ul style="list-style-type: none"> • Treats mistakes as learning opportunities.

<p>Innovation and Finding Solutions Striving to find new and better ways of doing things</p>
<ul style="list-style-type: none"> • Creates a climate where managers involve their staff in coming up with ideas to improve service
<ul style="list-style-type: none"> • Focuses on solutions and not problems
<ul style="list-style-type: none"> • Supports others in applying their ideas at work

<p>Teamwork Working cooperatively with others to achieve shared goals</p>
<ul style="list-style-type: none"> • Makes time for regular one to ones with team members
<ul style="list-style-type: none"> • Translates the vision into clear targets and action plans for their team
<ul style="list-style-type: none"> • Is objective and constructive if tensions arise within their team.
<ul style="list-style-type: none"> • Promotes a positive team environment with good morale
<ul style="list-style-type: none"> • Respects and values the contribution of others
<ul style="list-style-type: none"> • Operates using trust rather than suspicion.
<ul style="list-style-type: none"> • Does not take personal credit for other people's work.

<p>Self-discipline and Organisation Taking an organised approach to work and applying this successfully to meet objectives</p>
<ul style="list-style-type: none"> • Balances competing demands and priorities to achieve objectives
<ul style="list-style-type: none"> • Accepts responsibility for their own and their team's actions.
<ul style="list-style-type: none"> • Is calm in a crisis and when under pressure.

<p>Networks and Partnerships Building and maintaining relationships inside and outside Haringey to deliver excellent service</p>
<ul style="list-style-type: none"> • Shares knowledge, of networks and partnership opportunities with others
<ul style="list-style-type: none"> • Considers opportunities for partnership working when planning work
<ul style="list-style-type: none"> • Acts to win the trust, confidence and respect of others.
<ul style="list-style-type: none"> • Develops relationships inside and outside of Haringey to learn and share best practice.
<ul style="list-style-type: none"> • Works collaboratively with other services and external partners to deliver successful outcomes.

<p>Communicating Effectively and Appreciating Diversity Understanding, celebrating and making the most of the differences between people</p>
<ul style="list-style-type: none"> • Helps people understand their role in the bigger picture adapting communication style to achieve desired behaviour
<ul style="list-style-type: none"> • Listens carefully and with respect to what others have to say
<ul style="list-style-type: none"> • Presents their words and views clearly and in a way that other people find meaningful
<ul style="list-style-type: none"> • Considers different perspectives, experiences and backgrounds when working with others and providing services
<ul style="list-style-type: none"> • Encourages colleagues to consider different perspectives and backgrounds, when working with others and providing services

<p>Customer Focus</p>

<p>Delivering excellent services by responding appropriately to customer (internal and external) needs and expectations</p>
<ul style="list-style-type: none"> • Actively seeks customer views to shape service delivery
<ul style="list-style-type: none"> • Takes responsibility for resolving customer issues
<ul style="list-style-type: none"> • Explains clearly what can / cannot be delivered

<p>Leading Change Driving and embedding change to develop and improve services</p>
<ul style="list-style-type: none"> • Involves staff and others in decisions that effect them
<ul style="list-style-type: none"> • Is a focal point for support and guidance in times of uncertainty
<ul style="list-style-type: none"> • Coaches others to take responsibility for change
<ul style="list-style-type: none"> • Handles conflict and resistance sensitively
<ul style="list-style-type: none"> • Is clear about what successful change looks like and makes it happen
<ul style="list-style-type: none"> • Is willing to take unpopular decisions in order to move forward.
<ul style="list-style-type: none"> • Leads by example and practice what they preach.

<p>Managing People Coaching and motivating others to achieve excellent performance</p>
<ul style="list-style-type: none"> • Gives praise and recognition for good work
<ul style="list-style-type: none"> • Encourages the people closest to the job to take their own decisions.
<ul style="list-style-type: none"> • Gives timely feedback on performance
<ul style="list-style-type: none"> • Addresses under performance promptly
<ul style="list-style-type: none"> • Inspires others to achieve and succeed
<ul style="list-style-type: none"> • Does not inappropriately blame people for mistakes and learns from them
<ul style="list-style-type: none"> • Encourages people to learn and develop in appropriate ways.
<ul style="list-style-type: none"> • Makes time to coach and guide others.
<ul style="list-style-type: none"> • Delegates appropriately and with clarity.
<ul style="list-style-type: none"> • Recognises, and acts to minimise other people's stress.
<ul style="list-style-type: none"> • Agrees smart objectives and standards, with the team and each team member

<p>Political and Organisational Awareness Understanding how the organisation works and how this impacts on your role</p>
<ul style="list-style-type: none"> • Demonstrates sensitivity and good judgement to the power, authority and opinions of others in their approach to work
<ul style="list-style-type: none"> • Shows an understanding of who their stakeholders are and how to engage them to achieve positive outcomes
<ul style="list-style-type: none"> • Demonstrates an awareness of the impact of external influences (e.g. new legislation) on their role
<ul style="list-style-type: none"> • Communicates positive messages about the organisation, acting as an ambassador for Haringey
<ul style="list-style-type: none"> • Advises colleagues in how to engage with stakeholders