



Haringey Council

NOTICE OF MEETING

General Purposes Committee

MONDAY, 29TH SEPTEMBER, 2008 at 19:00 HRS - CIVIC CENTRE, HIGH ROAD,
WOOD GREEN, N22 8LE.

MEMBERS: Councillors Griffith (Chair), Rahman Khan (Vice-Chair), Aitken, Bloch,
Diakides, Kober and Whyte

AGENDA

1. APOLOGIES FOR ABSENCE (IF ANY)

2. URGENT BUSINESS

The Chair will consider the admission of any of any late items of urgent business.
(Late items will be considered under the agenda item where they appear. New
items will be dealt with at item 13 below).

3. DECLARATIONS OF INTEREST

A member with a personal interest in a matter who attends a meeting of the authority
at which the matter is considered must disclose to that meeting the existence and
nature of that interest at the commencement of that consideration, or when the
interest becomes apparent.

A member with a personal interest in a matter also has a prejudicial interest in that
matter if the interest is one which a member of the public with knowledge of the
relevant facts would reasonably regard as so significant that it is likely to prejudice the
member's judgment of the public interest **and** if this interest affects their financial
position or the financial position of a person or body as described in paragraph 8 of
the Code of Conduct **and/or** if it relates to the determining of any approval, consent,
licence, permission or registration in relation to them or any person or body described
in paragraph 8 of the Code of Conduct.

4. DEPUTATIONS/PETITIONS

To consider any requests received in accordance with Part 4, Section B, paragraph 29 of the Council's constitution.

5. MINUTES (PAGES 1 - 6)

To confirm and sign the minutes of the meeting held on June 26th 2008.

6. MINUTES OF GENERAL PURPOSES SUB-BODIES (PAGES 7 - 10)

To note the minutes of the following sub-body:

Council & Employee Joint Consultative Committee

- 21st July 2008

7. ANNUAL GOVERNANCE REPORT

(Report of the Chief Financial Officer) To present the statutory Annual Governance Report of Grant Thornton which reports on their annual audit of the Council's statutory accounts, Value for Money and other relevant information.

TO FOLLOW

8. THE 2007/08 EMPLOYMENT PROFILE (PAGES 11 - 56)

(Report of the Assistant Chief Executive – People & OD) To advise the Committee of the key workforce statistics for the last financial year - 1 April 2007 to 31 March 2008.

9. COMMISSION FOR LOCAL ADMINISTRATION INVESTIGATION REPORT INTO COMPLAINT NO 06/A/12508 (PAGES 57 - 78)

(Report of the ACE – PPP&C) To receive and consider the attached investigation report of the Local Government Ombudsman, and to determine action to be taken in the light of the finding of maladministration, and the Ombudsman's recommendations.

10. PEOPLE STRATEGY FOR HARINGEY COUNCIL 2008-2018 (PAGES 79 - 140)

(Report of the Assistant Chief Executive – People & OD) To approve the People Strategy 2008-16 and its Action Plan.

11. EQUAL PAY REVIEW AGREEMENT (PAGES 141 - 178)

(Report of the Assistant Chief Executive – People & OD) To approve the package of conditions agreed with the unions for implementing 'Single Status' in the council in accordance with the NJC for Local Authorities Staff National Pay Settlement. This will achieve equality of pay and conditions for staff.

12. SICKNESS TRIGGER LEVELS (PAGES 179 - 182)

(Report of the Assistant Chief Executive – People & OD). To approve a revision of the council's trigger levels when managers need to formally review an employee's sickness absence.

13. RECRUITMENT PANEL FOR ASSISTANT DIRECTOR, STRATEGY AND BUSINESS IMPROVEMENT, URBAN ENVIRONMENT DIRECTORATE (PAGES 183 - 204)

(Report of the Director of Urban Environment) To establish a panel for recruitment to the above post.

14. NEW ITEMS OF URGENT BUSINESS

To consider any items admitted at item 2 above

15. EXCLUSION OF PRESS AND PUBLIC

The following items are likely to be the subject of a motion to exclude the press and public from the meeting as they contain information classified as exempt under the Local Government Act 1985 in that they contain information relating to a particular employee.

16. MINUTES OF MEMBER-LEVEL APPEALS (PAGES 205 - 210)

To note the minutes of the following Member-Level appeals:

- 27 May 2008
- 7 August 2008
- 12 September 2008

17. NEW ITEMS OF EXEMPT URGENT BUSINESS

Yuniea Semambo
Head of Local Democracy & Member Services

Jeremy Williams
Principal Committee Co-Ordinator

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19 September 2008

MINUTES OF THE GENERAL PURPOSES COMMITTEE
THURSDAY, 26 JUNE 2008

Councillors Griffith (Chair), Rahman Khan (Vice-Chair), Aitken, Bloch, Diakides, Kober and Wilson

Apologies Councillor Whyte (Wilson substitutes)

MINUTE NO.	SUBJECT/DECISION
GPCO01.	APOLOGIES FOR ABSENCE (IF ANY) Apologies for absence were received from Cllr Whyte (for whom Cllr Wilson substituted). Apologies for lateness were received from Cllr Kober.
GPCO02.	URGENT BUSINESS The Chair agreed to admit the report 'Order Designating Public Places as Controlled Areas for Drinking in Public' as urgent business.
GPCO03.	DECLARATIONS OF INTEREST Cllr Khan declared a personal interest in respect of item 7, Statement of Accounts
GPCO04.	DEPUTATIONS/PETITIONS There were no such requests.
GPCO05.	MINUTES RESOLVED: 1. That the auditors name in the minute GPCO60 be amended to read 'Grant Thornton'. 2. That the minutes of the meeting held on 11 th March 2008 be confirmed and signed, subject to the above amendment.
GPCO06.	MINUTES OF SUB-BODIES RESOLVED: That the minutes of the Council & Employee Joint Consultative Committee held on 28 th January 2008 be noted.
GPCO07.	STATEMENT OF ACCOUNTS Members noted that the correct title of this report was 'Statement of Accounts'. The committee received the Council's financial statements for approval. These

MINUTES OF THE GENERAL PURPOSES COMMITTEE
THURSDAY, 26 JUNE 2008

	<p>had been prepared with the aim of giving clear and concise information about the financial affairs of the Authority to members of the Council, the public and other stakeholders.</p> <p>It was noted that the Pensions accounts were approved at the meeting of the Pensions Committee held on 23rd June 2008. The committee also noted that the accounts relating to Alexandra Palace & Park were included as an appendix for information only, being the responsibility of the Alexandra Palace Board to approve. Officers agreed to add a note to the accounts, stating that those relating to Alexandra Palace were subject to formal audit in accordance with Charity Commission regulations.</p> <p>Members enquired as to the status of the accounts for the Bernie Grant Centre Partnership. They were informed that these were not including, the Centre being a separate organisation responsible for their own accounts. Council oversight was provided by way of the Chief Executive sitting on the Bernie Grant Centre's board.</p> <p>Members enquired as to the large increase in the value of fixed assets against the figure given for the previous municipal year. Officers informed the committee that this reflected significant movement in the property market with regards the Council's housing stock (which was re-evaluated every year) and its other stock (which was re-evaluated over a rolling five year programme).</p> <p>Members enquired as to the make-up of the Council's non-Service Revenue Account. Members were informed by Officers that the account contained a number of 'below the line' services, and was regarded as part of the Council's overall capital budget. This included contingency and capital financing.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That information on small trust funds to be provided to Cllr Khan and committee 2. That Members to be provided with an updated version of report the figures required in section three (pp. 6-7). 3. That the accounts are approved subject to an expansion of the note in the Council's accounts in respect of Alexandra Palace. The additional wording will be that the figure in the Council's accounts in respect of funding the Alexandra Palace deficit is draft at this stage as the AP accounts are still subject to formal audit in accordance with the Charity Commission regulations.
GPCO08.	<p>APPOINTMENT TO THE POST OF ASSISTANT DIRECTOR PLANNING, REGENERATION AND ECONOMY</p> <p>The committee received this report to approve the recruiting arrangements for the post of A.D. – Planning, Regeneration and Economy.</p> <p>The committee noted that this post was currently out for recruitment, and agreed the composition of the panel as stated below.</p>

MINUTES OF THE GENERAL PURPOSES COMMITTEE
THURSDAY, 26 JUNE 2008

	<p>RESOLVED:</p> <p>That a panel be convened with 5 Members, 3 from the majority party and 2 from the minority party, with Cllr Khan the representative of the General Purposes Committee.</p>
GPCO09.	<p>CONSULTANTS/AGENCY STAFF: ACTIONS TO REDUCE USAGE</p> <p>The committee was provided with information on actions taken to reduce consultancy usage and to manage long term agency temps in the Council. The committee noted the actions taken and improvements in these areas.</p> <p>Use of agency staff had reduced from 2,200 at its peak to 580 in April 2008, with consultants reduced to 56 from a position of 44 in January 2007. Actions were ongoing in this areas which Officers believed would lead to further improvement. It was noted that the majority of temporary staff in the Council were now those required to fill short-term gaps.</p> <p>Further updates on the position with regards consultants and agency staff would be available in the annual Employment Profile, a report which was due to be brought before the General Purposes Committee in due course.</p> <p>RESOLVED:</p> <p>That the report be noted, with further information to be provided as part of the Employment Profile report in due course.</p>
GPCO10.	<p>PEOPLE STRATEGY</p> <p>The committee received a report setting out the Council's People Strategy 2008-16 for information.</p> <p>Progress on the strategy was noted by Members. 250 managers and staff had been consulted on it thus far, and the Committee was pleased to note that a more detailed action plan on delivering the key themes identified thus far would come before the Committee at its September meeting.</p> <p>Members noted that the Council was in the process of reviewing its 'whistle blowing' policy, together with revising its policy on harassment and bullying. The committee noted that regular meetings were held between the Head of HR and Homes for Haringey. Although the organisation was responsible for their own HR services, they were being kept updated on Haringey's policies in this area.</p> <p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the committee note the report. 2. That the full strategy and detailed action plan be reviewed at the September GP committee

MINUTES OF THE GENERAL PURPOSES COMMITTEE
THURSDAY, 26 JUNE 2008

GPCO11.	<p>NEW ITEMS OF URGENT BUSINESS</p> <p>Order Designating Public Places as Controlled Areas for Drinking in Public</p> <p>The Chair agreed to the admission of this item as urgent business. The item was urgent as the Police had provided evidence that there was extensive street drinking issues at the locations stated within the report, which was particularly a problem during the summer months. The issues were causing large scale nuisance and anti-social behaviour to local residents.</p> <p>The report requested that the committee make an order subject to no objections arising during the formal consultation process. The committee was requested to delegate authority to the Director of Urban Environment to analyse the findings of the formal consultation and approve the order if appropriate in consultation with the Chair of General Purposes Committee. It was noted that the Cabinet Member for Community Safety fully supported the request.</p> <p>The report concerned itself with two new areas which were brought to Officers attention in the aftermath of the original report which was approved by the Committee at the meeting of March 11th 2008. These areas were around the Willan Road area in West Green ward, and the St Loys Road area in the Bruce Grove ward. Members were provided with maps of the proposed control zones.</p> <p>Members raised concerns with regards the extent of the ban in the East of the borough, concerns over displacement and queries as to why existing anti-social behaviour powers were not adequate to confront the problems. Officers assured Members that the proposals had strong support amongst residents, ward Councillors and the Police, and that the powers would only be used when necessary specifically to combat nuisance, disorder or anti-social behaviour.</p> <p>Members agreed to support the proposals with the caveat that a full review of their implementation being reported back to the committee. The committee also requested that their unease at being asked to approve prior to consultation being noted.</p> <p>Cllr Aitken requested that his dissent to the affirmative vote be noted.</p> <p>RESOLVED:</p> <p>That the report be agreed, subject to a full review being provided to the committee as part of a wider analysis of street drinking at the autumn meeting of the General Purposes Committee.</p>
GPCO12.	<p>EXCLUSION OF PRESS AND PUBLIC</p> <p>The following item was subject to a motion to exclude the press and public.</p>
GPCO13.	<p>MINUTES OF MEMBER-LEVEL APPEALS</p>

**MINUTES OF THE GENERAL PURPOSES COMMITTEE
THURSDAY, 26 JUNE 2008**

	<p>RESOLVED:</p> <ol style="list-style-type: none"> 1. That the minutes of the Member-Level Appeal of 18th January 2009 be noted. 2. That the minutes of the Member-Level Appeal of 27th May 2008 be redrafted with accurate panel Membership information, and submitted to the next meeting of the committee.
GPCO14.	<p>NEW ITEMS OF EXEMPT URGENT BUSINESS</p> <p>There was no such business.</p>

Councillor EDDIE GRIFFITH

Chair

SIGNED AT MEETING.....DAY

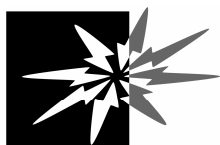
OF.....

CHAIR.....

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Haringey Council

Agenda Item

General Purposes Committee on 29 September 2008

Report Title: **Employment Profile 2007 - 2008**

Forward Plan reference number (if applicable): **[add reference]**

Report of: **Assistant Chief Executive (People & OD)**

Wards(s) affected: **ALL**

Report for: **Key decision**

1. Purpose

1.1 To advise the Committee of the key workforce statistics for the last financial year - 1 April 2007 to 31 March 2008.

2. Introduction by Cabinet Member – Cllr Charles Adje

2.1 This report is for information and for noting purposes although any comments from the Committee are welcomed.

3. Recommendations

3.1 Note the contents of the attached Employee Profile Analysis in appendix A.

Report Authorised by: **Stuart Young, Assistant Chief Executive (People & OD)**

Contact Officer: **Steve Davies, Head of Human Resources, 020 8489 3172**

4. Chief Financial Officer Comments

4.1 There are no direct financial implications arising from this report however, good management information should support the effective use of our people resource.

5. Head of Legal Services Comments

5.1 The Head of Legal Services has been consulted on the content of this report and has no specific comment to make.

6. Local Government (Access to Information) Act 1985

6.1 No documents that require to be listed were used in the preparation of this report.

7. Financial Implications

7.1 There are no additional financial implications arising out of this report.

8. Legal Implications

8.1 The comments of Head of Legal are outlined in paragraph 5.

9. Equalities Implications

9.1 The Employment Profile enables Haringey to fulfil obligations under the Race Relations (Amendment) Act 2000 and will help us toward achieving level 4 of the Equality Standard for Local Government. Currently Haringey is at Level 2.

10. Background

10.1 Last year the committee welcomed the employment profile report and asked HR to continue measures to combat staff sickness. The employment profile outlines a number of initiatives to improve staff well being and improve the management of sickness. One of these initiatives is to change the trigger levels for managing sickness absence and this is the subject of a separate report on this committee agenda.

10.2 In addition, last year's committee agreed that information on grievances be reported. The employment profile does not provide this information because the number of cases are small do not sit easily within the context and scope of the 'profile'. However, summary information about number of grievance/ bullying harassment cases is outlined below.

10.3 A total of 124 cases at various stages of the Grievance procedure were recorded. Compared to the employee profile the total number of cases were very similar proportionally to the profile. This is summarised below

Asian – 7% cases 8% employee profile
Black – 35% cases 34% employee profile
White – 53% cases 49% employee profile

10.4 Of the 124 cases a greater proportion of men - 37%, took out a grievance compared to the employee profile of 27%.

- 10.5 A total of 21 cases bullying & harassment cases were also recorded. The proportion of Asian cases -10%, is similar to the employee profile at 8%. There was a greater proportion of Black staff taking out harassment and bullying complaints – 52% against an employee profile of 34%. Also 81% of cases were taken out by women against a profile of 73%. However, due to the relatively small number of cases and the subject matters of the cases themselves it is not felt any firm inference can be taken from this.

11. Introduction

- 11.1 The Employment Profile has been produced using information from the Council's management information system SAP.
- 11.2 It provides key information about the workforce for the period 1 April 2007 to 31 March 2008.
- 11.3 This year we have also broken down the white ethnicity group into White and White Other which includes Irish, Greek/Cypriot, Turkish and Turkish/Cypriot, in response to comments made by the committee last year.
- 11.4 The Employment Profile helps the HR Service to plan and target actions that will improve the Council's workforce profile, ensure the Council has a workforce that is representative of the community it serves, and that the objectives of the HR Strategy are achieved.

12. Key Information

- 12.1 The Employment Profile is based on information for 7240 staff (excluding teachers and casual staff). Note - the Council employs approx 1600 Teachers and 1800 casual staff.
- 12.2 Approximately 73% of the workforce are women.
- 12.3 Approx. 46% of the workforce are from black & minority ethnic groups compared with the Haringey population of approx 34% black & minority ethnics. When other white minority groups are included the borough population figure is nearly 55% and the Council profile is 66%.
- 12.4 The council ranks 3rd in London for the number of black & minority ethnic staff.
- 12.5 Approx. 19% of the Top 5% earners in the Council are from black & minority ethnic groups, an increase of nearly 1% in the last year. This ranks the council 6th in London.
- 12.6 The average age of the workforce is 43 years old. 5% of staff are aged under 25 compared to approx. 10% residents in the borough aged 18-24

years. 14% of staff are aged 55 plus compared with approx 10% in the borough profile aged 55–69 years

- 12.7 The number of disabled staff has increased from 3.8% of the workforce last year to 4.6% this year. We have worked to improve our disabled profile further through our work place strategy where we offer short work trials to disabled people in place of interviews.
- 12.8 Employee turnover rates stood at 13.6% over the last year. Resignation rates are at 8.9%. This is broadly in line with turnover levels in other London boroughs.
- 12.9 Last year we identified the need to understand the reasons for leaving of those staff with less than two years service in principal officer grade posts. Our survey of leaving reasons identified that the majority leave for opportunities to improve or change their career or work location. There were some negative responses in relation to stress, management concerns, work with colleagues and claims of bullying. These are being followed up by HR with the appropriate managers in the services.
- 12.10 Voluntary resignation rates for staff aged under 35 years are 70% higher than average. And voluntary resignation rates also remain high for those staff with less than 2 years service, with turnover rates 60% higher than average. These factors point to the need for better recruitment practices; improved communication and engagement levels; and the need for career paths and succession planning opportunities
- 12.11 We have reviewed and improved our redeployment process and out of 106 redeployees we successfully redeployed 19 staff, saving the council £115k.
- 12.12 The council engaged on average approx 600 agency workers in the last year. This has reduced by over 70% from a couple of years ago thanks to our improved management through the managed agency contract.
- 12.13 The Agency contract has also provided opportunities for regeneration through recent work with 41 agency suppliers which helps us to offer support and training to the long term unemployed. As a result we have helped to secure work with the council for 5 people via the agency contract route, and a further 17 people have been trained and are awaiting work opportunities.
- 12.14 The council's average sickness levels at the end of March 2008 stood at 9.67 days and at present they are 9.0 days.
- 12.15 Higher levels of sickness occur the older people get, although this may be expected.
- 12.16 Higher than average levels of sickness occur the lower people are paid. As well as improving monitoring for these staff we may need to also find ways to better engage these staff, since social science studies in the

workplace show that with higher levels of engagement staff are more productive and have lower sickness levels. We will feed this intelligence into the People Strategy and People Plans.

- 12.17 The HR Service has been working to improve absence management over the past year and by focussing on long term sickness absence and better management of cases with manager. This has helped to reduce sickness absence from a peak of 10.37 days in July of last year to the present levels.

13. People Strategy

- 13.1 The information provided in the Employment Profile will feed into the strategic plans and actions that HR & OD develops for workforce planning purposes.
- 13.2 The HR Strategy 2004-2007 outlined a number of initiatives to improve people performance. Many of the actions and work undertaken by HR & OD over the past 2 years has helped to improve the workforce.
- 13.3 A new People Strategy is being developed for 2008 to 2018. This is the subject of a separate report on the committee agenda.

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HARINGEY COUNCIL EMPLOYMENT PROFILE

APRIL 2007 – MARCH 2008 EDITION

A Human Resources report produced by

HR EMPLOYMENT STRATEGY & PERFORMANCE TEAM

Introduction

The Haringey employment profile gives an overview of the organisation's workforce over the 2007/2008 financial year. It focuses on performance in relation to the total number of employees and also reports the various diversity strands within the organisation such as disability, gender, ethnicity and age.

The profile enables the organisation to understand trends and to practice, review and implement policy. It also contributes towards our understanding of the impact of people management practices on employees.

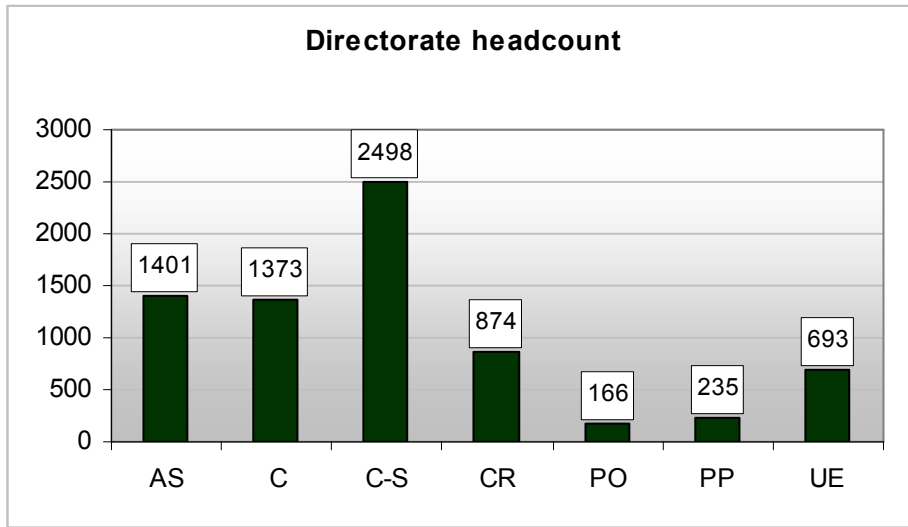
It enables Haringey to fulfil obligations under the Race Relations (Amendment) Act 2000 and maintain our Equality Standard for Local government (Haringey is currently at Level 2 working towards Level 4).

Level 4 of the Equality Standard (2007) requires the organisation to:

- use existing or adapted personnel information systems to provide equality data relating to human resources targets
- produce monitoring reports at regular and specified intervals and circulate them to designated consultation and scrutiny groups
- use equality data to monitor personnel procedures
- use equality data to monitor the number of staff leaving employment and their reasons for leaving
- use monitoring reports to assess whether the authority's employment profile is aligned to the profile of the local labour market.

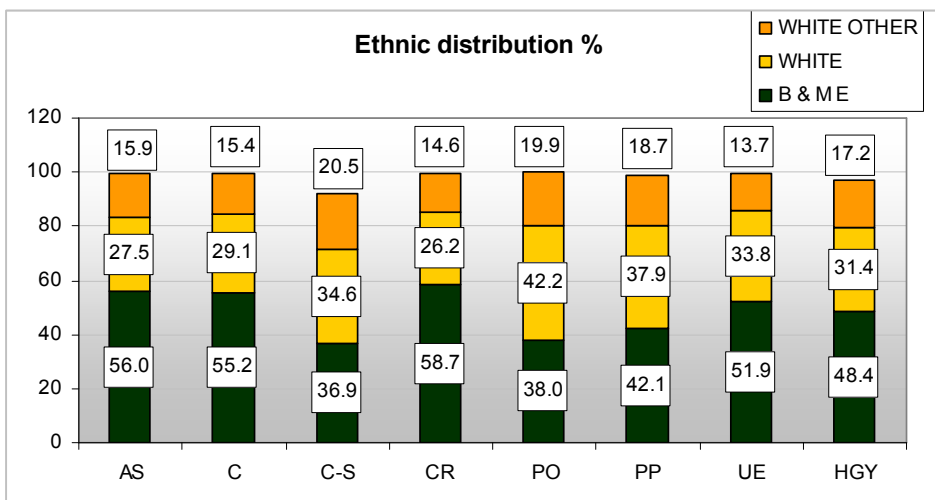
The Council Employment Profile at a Glance...

Headcount



White and BME

Ethnicity comparison by directorate (%)			
Directorate	BME	WHITE	WHITE OTHER
AS	56.0	27.5	15.9
C	55.2	29.1	15.4
C-S	36.9	34.6	20.5
CR	58.7	26.2	14.6
PO	38.0	42.2	19.9
PP	42.1	37.9	18.7
UE	51.9	33.8	13.7
HGY	48.4	31.4	17.2

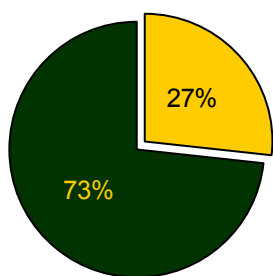


The Council Employment Profile at a Glance...

Gender and Part-time Breakdown

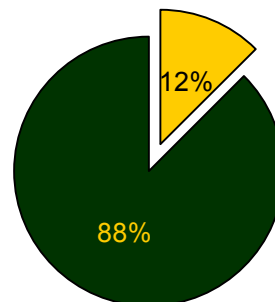
Gender and part-time breakdown by directorate				
Directorate	Male	Male % PT	Female	Female % PT
AS	33.5	5.4	66.5	27.0
C	18.1	5.0	81.9	40.1
C-S	14.1	7.7	85.9	73.4
CR	40.2	8.4	59.8	25.1
PO	27.1	2.4	72.9	10.8
PP	33.6	1.7	66.4	11.9
UE	56.1	2.6	43.9	4.0
HGY	26.7	6.0	73.3	42.2

Gender breakdown



■ % Male
■ % Female

Male & female part-timers

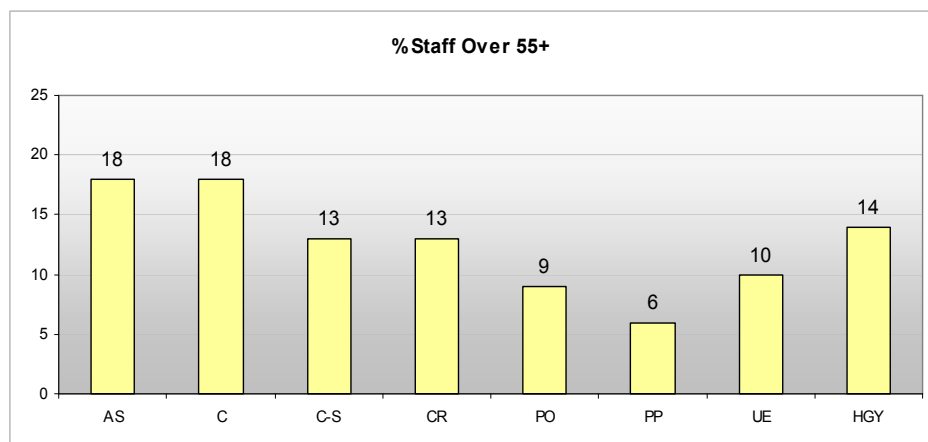


■ % Part-time males
■ % Part-time females

The Council Employment Profile at a Glance...

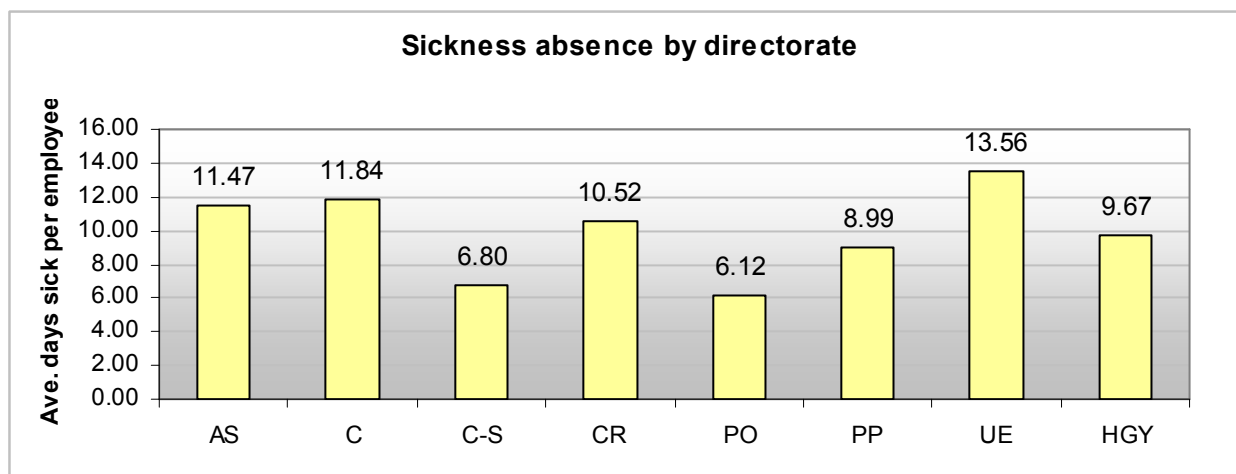
Age Summary

Age summary by directorate			
Directorate	% <25	% 55+	Ave. Age
AS	6.0	18	44
C	4.0	18	44
C-S	6.0	13	42
CR	4.0	13	42
PO	7.0	9	39
PP	3.0	6	40
UE	6.0	10	40
HGY	5.0	14	43



Sickness Absence

Average sickness days by directorate	
Directorate	Ave. Days
AS	11.47
C	11.84
C-S	6.80
CR	10.52
PO	6.12
PP	8.99
UE	13.56
HGY	9.67
HGY Target	8.80



Employment Profile

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Section One – A Diverse Workforce

Summary

Headcount, Gender and Ethnic Breakdown

Haringey employs 7240 staff (excluding teachers and casual staff).

- 73.3% of the workforce are women. This is greater than borough profile of 49.9% women. The Council's statistics demonstrate that Haringey remains an employer of choice for women. The Council offers women flexible working benefits and development schemes such as springboard to help increase the number of women in professional / senior posts.
- 48.4% of the council workforce are from black & minority ethnic groups (BME). This compares well with the Haringey population of 34.4% BME. In addition there are 17.2% staff from white - other backgrounds such as Irish, Greek, Greek Cypriot, Turkish, Turkish Cypriot, etc. Haringey ranks as the fifth most diverse borough in London.
- 36.3% (increase of 3% from 06/07) of the council are BME women, comparing well with the percentage of 34.7% white and white - other staff.
- Of the top 5% earners in the council 19.02% are BME staff. This is a small rise of 1% on 06/07 figures and places the Council 6th in London for BME in the top 5% of earners

The above statistics show that, broadly we have a workforce that reflects the community we serve.

We are encouraging greater promotion of diversity issues through the people plans within each business unit.

Full-time and Part-time

- 48.2% of the workforce is classed as part time workers. Of these part timers 88% are females and 12% male. Last year males represented only 6% of all part time workers. Promotion of the Council flexible working policy has encouraged male workers to consider alternative working patterns.
- The Council runs a childcare voucher salary sacrifice scheme for part time and full time workers to help parents save money.

Section One – A Diverse Workforce

Summary (Continued)

Age Profile

- The average age of the workforce is 43 years old
- 5% of staff are aged under 25. The percentage of residents in the borough aged 18-24 is approx. 10%.
- 14% of staff are aged 55 plus compared with approx 10% in the borough profile 55–69 years age range.
- The percentage of 55 plus workers increases in the higher pay grades. This is to be expected since with increased experience the opportunity to get better paid jobs increases.
- There are currently 71 staff over the age of 65 who have taken advantage of the age discrimination legislation and requested to work over 65 years.

The general population continues to age, largely due to the baby boom of the 1960s. As these workers retire there are less workers to replace them due to reducing birth numbers since the 1960s. The national picture is mirrored in Haringey.

It is forecasted that in the next 25 years, there will be a 22% rise in the 40 – 65 age group. This is an estimated 17,500 residents. At the other end of the scale it is expected that younger residents aged below 39 will fall in the next 25 years by 6.3% (7,300).

The over 65 age group is projected to rise by 20.6% over the next 25 years. This could increase the numbers of staff looking to work past 65 and will also increase demands on services for older people, many of which are provided by the Council.

The council is ensuring our future service delivery by planning ahead. Long term people strategies, succession planning and talent management are all key focus points for 2008/09.

Disabled staff

- 6.6% of staff declared they are disabled. This is a further increase on last year's figure.

The council is striving to improve disabled representation and as part of a recruitment strategy we are working with local groups to attract disabled people to jobs in the council by introducing short work trials in place of interviews for permanent work.

Section One – A Diverse Workforce

Headcount & Ethnic Breakdown

This section contains data on the number of employees employed by Haringey Council.

The table below shows the different ethnic groups by gender and grade bands (see appendix A for Salary information).

As at the end of the 01 April 2007 - 31 March 2008 period, Haringey Council employed **7240** employees (excluding Teachers and Casual/Sessional employees)

ETHNIC BREAKDOWN COMPARISON BY GENDER AND SALARY BANDS (Percentages against total number of staff in Haringey Council)															
Ethnic group	Total	Gender		MANUAL		SC1-SC5		SC6-SO2		PO1-PO3		PO4-PO7		PO8+	
		M	F	M	F	M	F	M	F	M	F	M	F	M	F
Black	34.4	8.3	26.1	2.3	9.2	2.3	6.2	2.1	6.2	1.0	2.4	0.5	1.8	0.1	0.2
Asian	7.9	2.0	6.0	0.3	1.6	0.3	1.9	0.6	1.2	0.3	0.6	0.3	0.5	0.1	0.1
Mixed	3.2	0.9	2.3	0.1	0.5	0.4	0.7	0.2	0.7	0.1	0.2	0.1	0.2	0.0	0.1
Other	2.8	0.8	2.0	0.2	0.6	0.2	0.5	0.2	0.5	0.1	0.2	0.1	0.2	0.1	0.0
BME	48.4	12.1	36.3	2.9	11.9	3.2	9.4	3.2	8.5	1.5	3.4	1.0	2.7	0.3	0.4
White	30.6	10.0	20.6	1.6	4.2	2.2	6.7	2.0	4.5	1.6	2.2	1.5	2.2	1.1	0.9
White Other	18.0	3.9	14.0	0.6	2.9	0.8	4.6	0.9	3.6	0.7	1.4	0.6	1.1	0.2	0.4
Not Dec.	3.1	0.7	2.3	0.2	1.2	0.3	0.8	0.1	0.2	0.0	0.1	0.0	0.0	0.0	0.0
Totals	100.0	26.7	73.3	5.3	20.2	6.6	21.5	6.2	16.8	3.8	7.0	3.2	6.0	1.6	1.7
		100.0		25.6		28.1		23.0		10.8		9.3		3.3	

The table above shows a lot of valuable data but is quite complicated.

Therefore the table below summarises key information from the table above and allows for quick comparison of key data by ethnic group, females and salary level.

Summary of % ethnic groups by grade & gender								
Ethnic Group	% workforce	% females	£32k+ (PO4 and above)		£21k – 32k (Sc6 to PO3)		Less than £21k (Manual to Sc5)	
			% staff	% females	% staff	% females	% staff	% females
BME	48.4	36.3	4.4	3.1	16.6	11.9	27.4	21.3
WHITE OTHER	18.0	14.0	2.4	1.5	6.6	5.0	9.0	7.5
WHITE	30.6	20.6	5.7	3.1	10.2	6.6	14.7	10.9

- 48.4% of the council workforce are from black & minority ethnic groups. This compares well with the 48.6% white staff.
- 36.3% of the council are black & minority ethnic women, which compares well with the 34.7% white women.
- 4.4% black & minority ethnic staff are paid more than £32,000, compared with 8.1% of white staff.

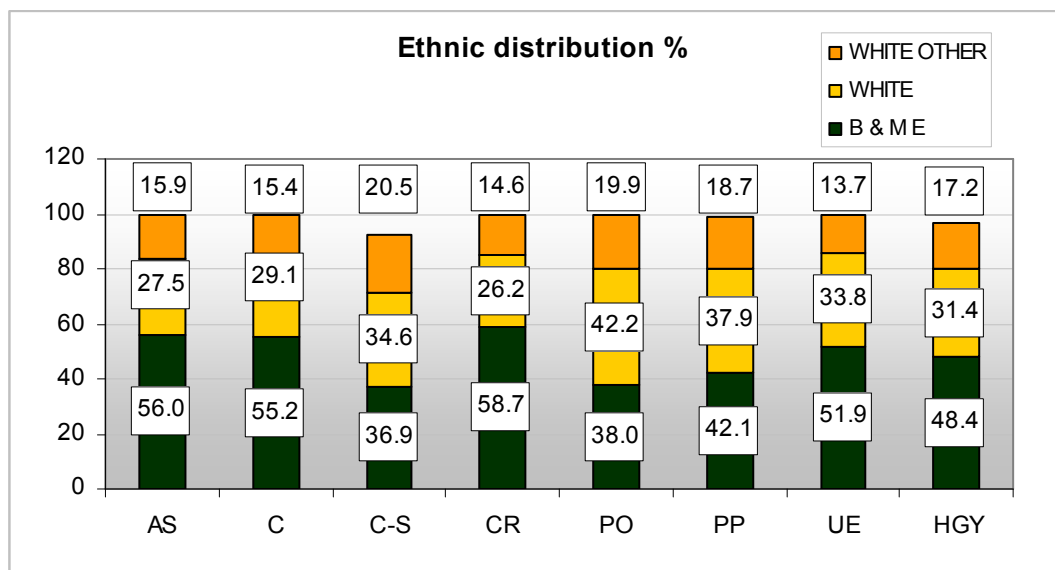
Section One – A Diverse Workforce

Headcount & Ethnic Breakdown (Continued)

Haringey serves a multicultural community of around 217,000 with 34% coming from black & minority ethnic communities. With 7240 staff (approximately 8500 including teachers), Haringey Council is the largest employer in the borough. Most employees live locally and overall the Council's black & minority ethnic (BME) workforce is representative of the diverse community Haringey serves.

The following table shows the % of ethnic groups per Directorate compared with Haringey's population.

% Ethnic distribution by directorate								
	Black	Asian	Mixed	Other	BME	White	White Other	Not Dec
AS	41.7	6.6	3.4	4.3	56.0	27.5	15.9	0.6
C	43.1	7.5	2.6	2.0	55.2	29.1	15.4	0.3
C-S	23.5	8.9	2.7	1.8	36.9	34.6	20.5	7.9
CR	41.4	9.7	3.0	4.6	58.7	26.2	14.6	0.5
PO	23.5	7.2	5.4	1.8	38.0	42.2	19.9	0.0
PP	33.2	3.0	3.4	2.6	42.1	37.9	18.7	1.3
UE	36.1	7.2	5.6	3.0	51.9	33.8	13.7	0.6
HGY	34.4	7.9	3.2	2.8	48.4	31.4	17.2	3.1



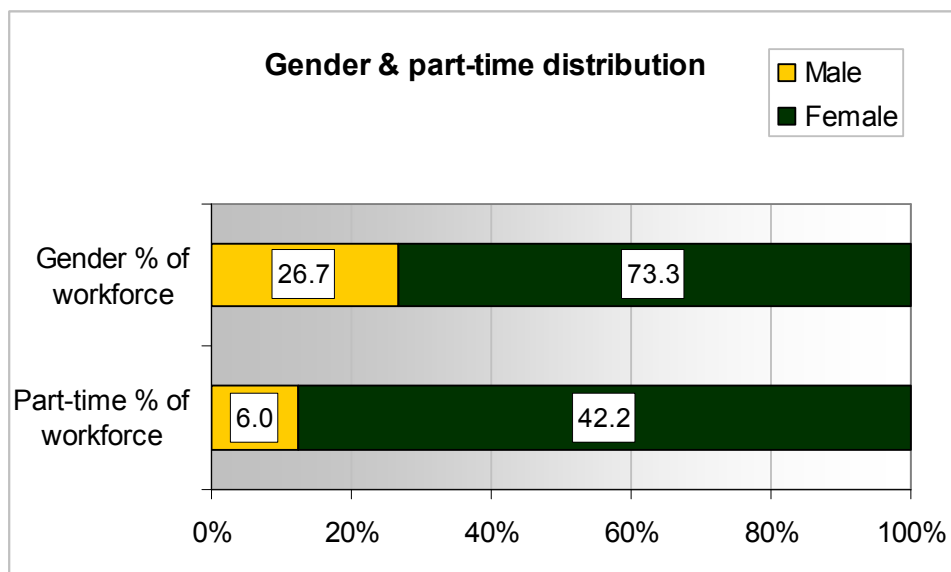
Section One – A Diverse Workforce

Gender & Part Time Distribution

This section shows the distribution of employees who are considered to be part-time (employees who work less than 36 hours).

Gender & part-time distribution by directorate						
	Total	Total % PT	Male		Female	
			Total	% PT	Total	% PT
AS	1401	32.4	76	5.4	378	27.0
C	1373	45.2	69	5.0	551	40.1
C-S	2498	81.1	192	7.7	1833	73.4
CR	874	33.4	73	8.4	219	25.1
PO	166	13.3	4	2.4	18	10.8
PP	235	13.6	4	1.7	28	11.9
UE	693	6.6	18	2.6	28	4.0
HGY	7240	48.2	436	6.0	3055	42.2

- 48.2% of the workforce are considered to be part-time. This breaks down to 42.2% female and 6% male.
- 73.5% of the workforce are women



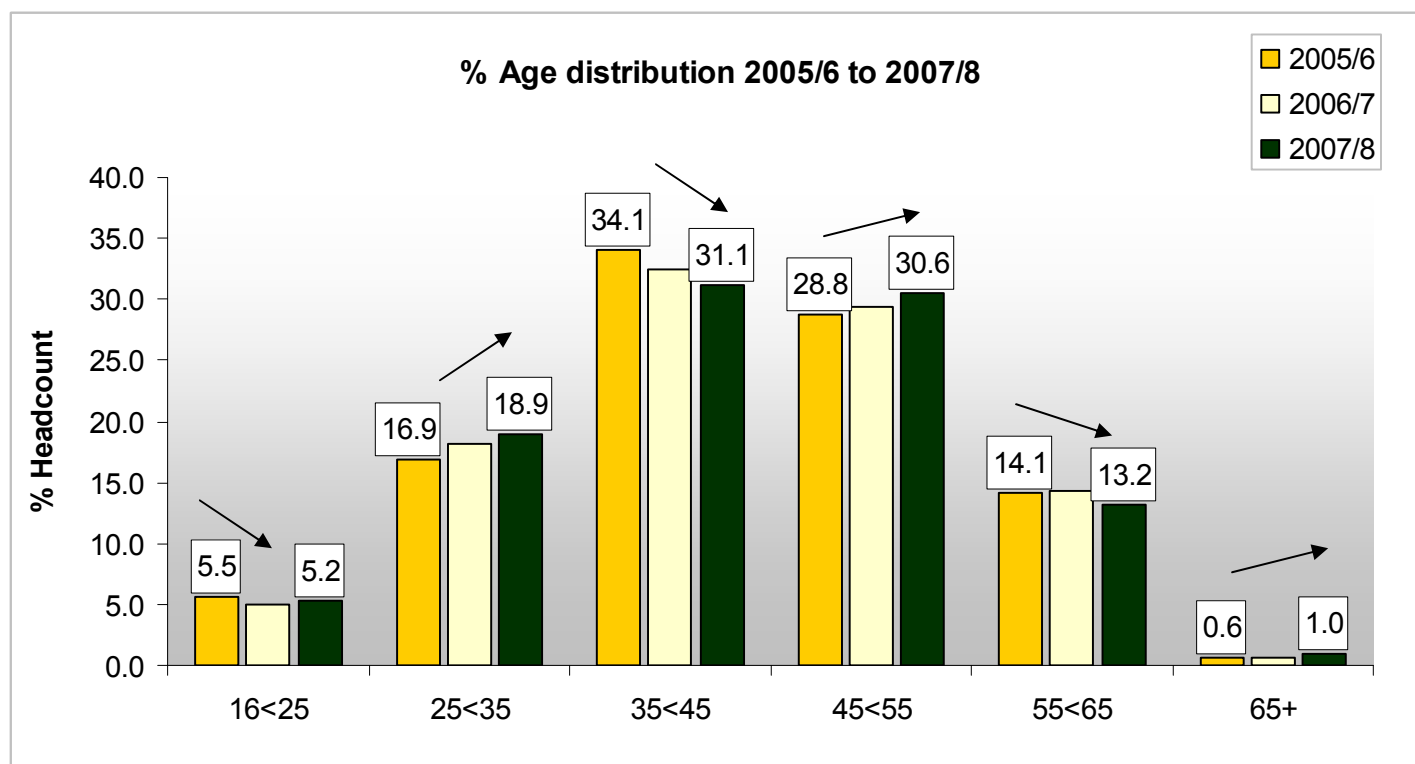
Section One – A Diverse Workforce

Age Analysis

This section shows the age profile of Haringey Council's workforce using age bands.

The table and chart below shows the age distribution of the workforce over 3 years.

% Age distribution over last 3 years			
Age band	2005/6	2006/7	2007/8
16<25	4.9	4.2	5.2
25<35	18.2	18.9	18.9
35<45	32.5	31	31.1
45<55	29.4	30.4	30.6
55<65	14.3	14.4	13.2
65+	0.6	1.1	1
Total	7556	6985	7240



- The workforce continues to age with 14.2% aged 55 or more. However 29%, the largest number of new starters in the Council, come from the 25-34 age group which has increased it's share of the Council's workforce.

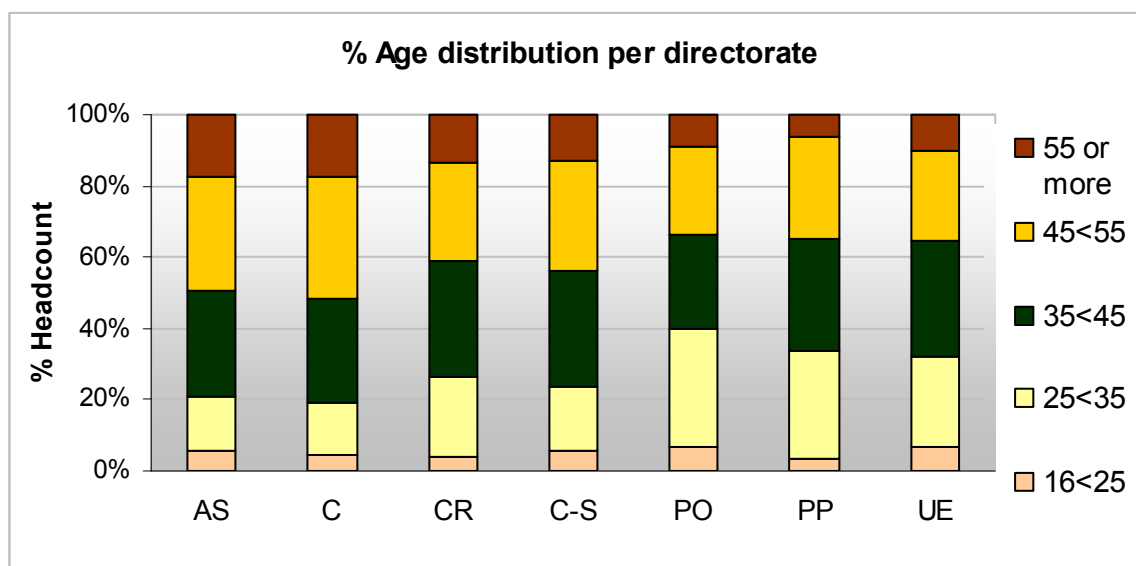
Section One – A Diverse Workforce

Age Analysis (Continued)

This section highlights the age distribution throughout Haringey Council using age bands.

The following table displays the % of staff in each age band per Directorate.

% Age Distribution by Directorate									
Directorate	Total	Ave. Age	55+	16<25	25<35	35<45	45<55	55<65	65+
AS	1401	44	17.6	5.6	15.3	29.5	32.1	16.8	0.8
C	1373	44	17.6	4.2	14.9	29.2	34.1	17.0	0.5
C-S	2498	42	13.1	5.8	17.9	32.5	30.7	12.0	1.0
CR	874	42	13.3	3.7	23.0	32.3	27.8	11.4	1.8
PO	166	39	9.0	6.6	33.1	26.5	24.7	8.4	0.6
PP	235	40	6.4	3.4	30.2	31.5	28.5	6.0	0.4
UE	693	40	10.0	6.5	25.5	32.5	25.5	8.5	1.4
HGY	7240	43	14.2	5.2	18.9	31.1	30.6	13.2	1.0



- The average age of a Haringey Council employee is 43.
- Children & Young People (Exc schools) continue to have the highest % staff 55 +.
- People and Organisational development and Urban Environment have the highest percentages of staff aged under 25.

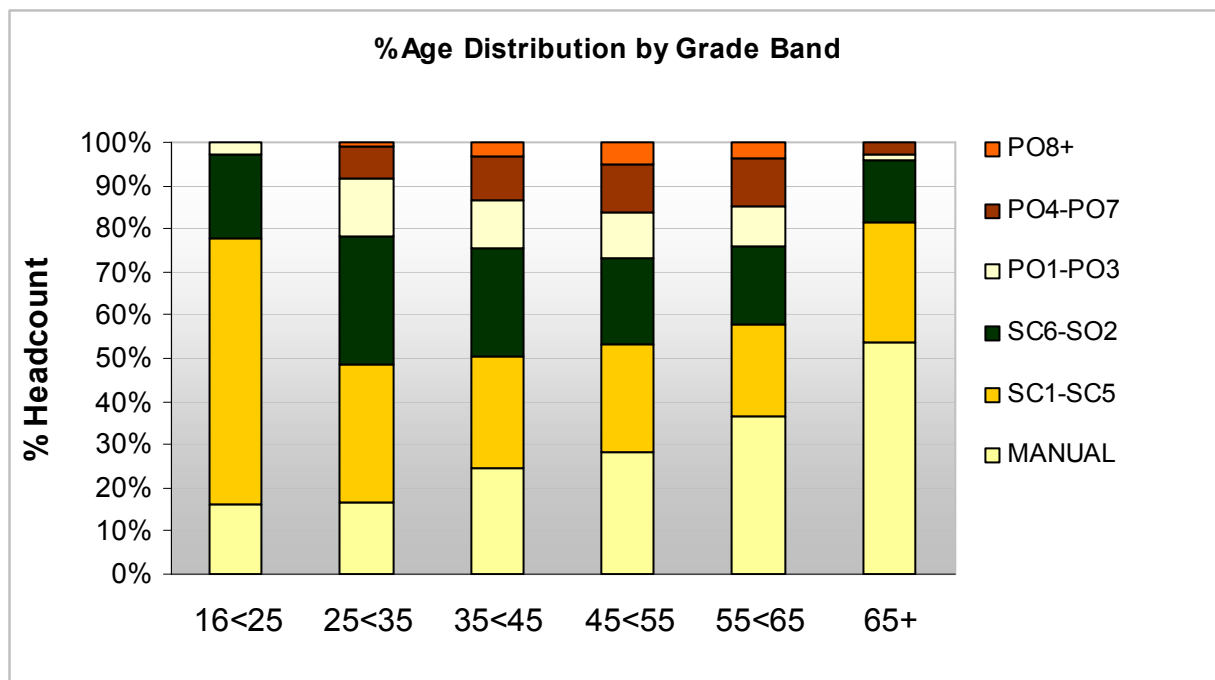
Section One – A Diverse Workforce

Age Analysis (Continued)

This section highlights the age distribution throughout Haringey Council using age bands.

The following table displays the % of staff in each age band per Directorate.

Age analysis by grade band						
	16<25	25<35	35<45	45<55	55<65	65+
MANUAL	16.1	16.6	24.5	28.2	36.5	53.5
SC1-SC5	61.6	32.2	26.0	24.9	21.3	28.2
SC6-SO2	19.6	29.3	24.9	19.9	18.3	14.1
PO1-PO3	2.6	13.8	11.4	10.8	9.3	1.4
PO4-PO7	0.0	7.2	10.0	11.0	10.8	2.8
PO8+	0.0	0.9	3.3	5.2	3.9	0.0
Headcount	378	1370	2251	2213	957	71



Section One – A Diverse Workforce

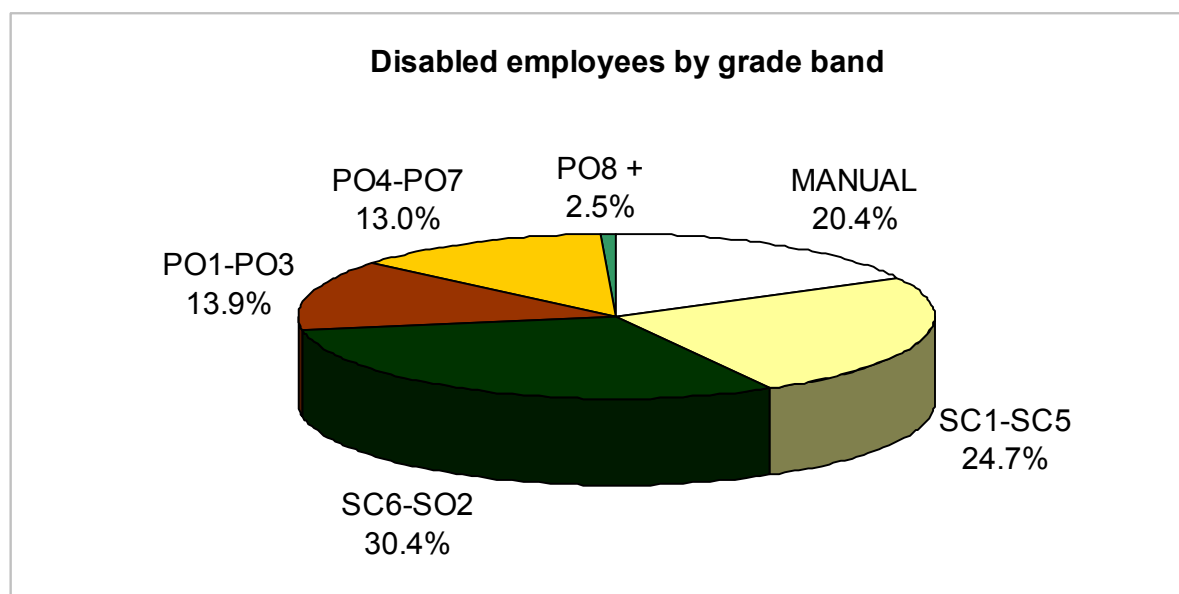
Disability Analysis

The table below shows the number of disabled staff per directorate by grade band. The number of disabled staff as % of directorate is also displayed. This figure is different from the 6.58% published in relation to BVPI 16a 2007/8, which is based on those staff who have a 'Yes' or 'No' held against their record on SAP.

The number of staff has risen to 4.6% of the workforce, from 3.8% last year.

Disabled staff by directorate & grade band								
Directorate	Total	% of Workforce	MANUAL	SC1-SC5	SC6-SO2	PO1-PO3	PO4-PO7	PO8+
AS	86	6.1	20	21	23	10	11	1
C	74	5.4	6	15	26	8	19	0
C-S	55	2.2	24	23	7	1	0	0
CR	44	5.0	2	9	24	4	4	1
PO	11	6.6	0	1	4	4	2	0
PP	15	6.4	0	1	2	7	4	1
UE	47	6.8	5	12	15	12	3	0
HGY	332	4.6	57	82	101	46	43	3

The chart shows the breakdown of disabled staff by grade band.



Section Two – Recruitment & Retention

Summary

Employee Turnover

The Council's turnover rate stood at 13.6% for the last year. This is broadly in line with turnover levels in London local authorities of 13.7% in 2006/2007.

We have reviewed and improved our redeployment process.

- All redeployees have an in depth skills assessment interview at the beginning of the process and then attend two workshops which focus on job application skills and interview skills.
- The total number of redeployees processed in 2007 was 106. Of these, 19 were redeployed, creating a saving of £114,629. On average redeployees were on the redeployment register for 39 days.

Last year we identified the need to understand the reasons for leaving of those staff with less than two years service in principal officer grade posts. Our survey of leaving reasons identified that the majority leave for opportunities to improve or change their career or work location. There were some negative responses in relation to stress, management concerns, work with colleagues and claims of bullying. These are being followed up by HR with the appropriate managers in the services.

Voluntary resignation rates for staff aged under 35 years are 70% higher than average. And voluntary resignation rates also remain high for those staff with less than 2 years service, with turnover rates 60% higher than average. These factors point to the need for better recruitment practices, improved communication and engagement levels, and the need for career paths and succession planning opportunities.

New Starters

1127 new employees joined Haringey over the 2007/2008 financial year. Comparatively in 2006/2007 there were 948 new starters.

Out of all new starters, 13% were from the 16-24 age band, compared with 29% of new starters aged 25-35. This is in line with the working population, in which 12% falls within the youngest age band 16-24 (ONS: 2007)

47% of new starters are from BME backgrounds. Comparatively the wider employment rate of BME people in employment within Greater London is 28% (GLA: 2006).

1.4% of new starters declared a disability.

70% of new starters are women. The Council continues to attract women at all levels in the Council and has schemes such as Springboard to help women reach their full potential. An alternative scheme 'Navigator' is aimed at male employees.

Recruitment and Retention initiatives

The Council was awarded Investors In People (IIP) accreditation in 2005, and reassessed in 2007 against a new harder standard. The assessment concluded that we continue to meet the IIP standards demonstrating we are a good employer.

The equal pay and conditions package negotiations with trade unions have been concluded and agreement reached on a package to resolve equal pay issues.

Work Trials pilot – working with local groups to attract disabled people to jobs in the council by introducing short work trials in place of interviews for permanent work.

New Start Apprenticeship Scheme – 11 local residents aged 16 – 24 were offered training places this year. They have the opportunity to gain a nationally recognised qualification as part of the scheme.

A comprehensive package of benefits has been introduced in order to offer staff the opportunity to take advantage of a range of discounts on products and services including childcare vouchers and mobile eye care clinics. 30% of the borough have dependant children, with 13.6% lone parents.

Staff surveys – the survey enables us to establish what our employees value most in order to identify effective retention and development initiatives.

This section looks at the labour flow of people coming into the organisation from internal and external sources, including turnover and related metrics that have a bearing on staff movement.

Turnover in the Borough

Haringey borough has historically experienced a high population turnover. This is mainly people leaving the borough to live elsewhere in the UK and being replaced by babies being born. There are less people moving to the borough than leaving.

Ongoing regeneration projects aim to make Haringey a borough of choice. These will positively impact on our turnover, encouraging people to move to the Borough and making the borough more accessible by improving and adding transport links.

These projects include the Haringey Heartlands project, expansion and redevelopment of Tottenham Hotspurs Football Club, redevelopment of Wards Corner, Former Tottenham Baths and Clyde Rd Depot, repair and retention of Scotland Green – offering a multitude of residential, retail and transport additions to Haringey.

The Wood Green shopping centre is being regenerated. These facilities alongside our 8 Green Flag parks, 9 libraries and numerous leisure facilities accessible by employees, will continue to help attract and retain staff as well as people moving into Haringey.

Turnover in the Council

In the Council we have a turnover of 13.6%. Completely eliminating turnover would be neither achievable nor desirable as it allows new skills, fresh thinking and ideas into the organisation, and provides career development opportunities for existing employees. Excessive turnover however can be disruptive to service delivery and expensive both in terms of direct and indirect costs. Its management is about having a measure of influence and control of who stays and who goes.

There is no exact figure for what a healthy turnover should be, as it can vary by organisation, service, occupation and over time.

Employee turnover is essential to provide us with information about the climate of our organisation. We can track turnover through exit interviews and termination records in SAP in order to monitor trends. This also identifies high turnover in concentrated areas. Human Resources Business Partners can then advise on solutions e.g. if turnover is due to weak management, coaching can be advised for the individual.

Employee turnover also allows an organisation to make adjustments. Vacancies can be filled using existing staff as development opportunity or be used as an opportunity to consider automation of processes or outsourcing.

Employees can be affected positively or negatively by increased turnover. Dips in morale can be experienced when friends leave or when staff feel they have to take on extra workload. On the plus side turnover often creates opportunities for promotion, acting up, secondment and new work areas offering opportunity for learning and growth.

Section Two – Recruitment & Retention

Turnover (continued)

The following tables look at the different categories of employee turnover per directorate in 2007/8

Reason for leaving category by directorate					
Directorate	Dismissal	Other/Not known	Redundancies	Resignations	Total
AS	19	28	17	91	155
C	10	20	30	108	168
C-S	17	112	20	261	410
CR	8	4	10	70	92
PO	0	4	1	18	23
PP	2	2	4	28	36
UE	5	6	16	54	81
HGY	61	176	98	630	965

Employee turnover (%) category by directorate					
Directorate	Dismissal	Other/Not known	Redundancies	Resignations	Total
AS	1.4	2.0	1.2	6.5	11.1
C	0.7	1.4	2.1	7.7	12.0
C-S	0.7	4.8	0.8	11.1	17.4
CR	0.9	0.4	1.1	7.8	10.3
PO	0.0	2.5	0.6	11.1	14.2
PP	0.9	0.9	1.7	12.1	15.6
UE	0.7	0.9	2.4	8.0	12.1
HGY	0.9	2.5	1.4	8.9	13.6

- Children and Young People's Service has the highest turnover rate.
- Policy, Partnerships, Performance & Communications has the highest level of resignations at 12.1%

Section Two – Recruitment & Retention

Turnover (continued)

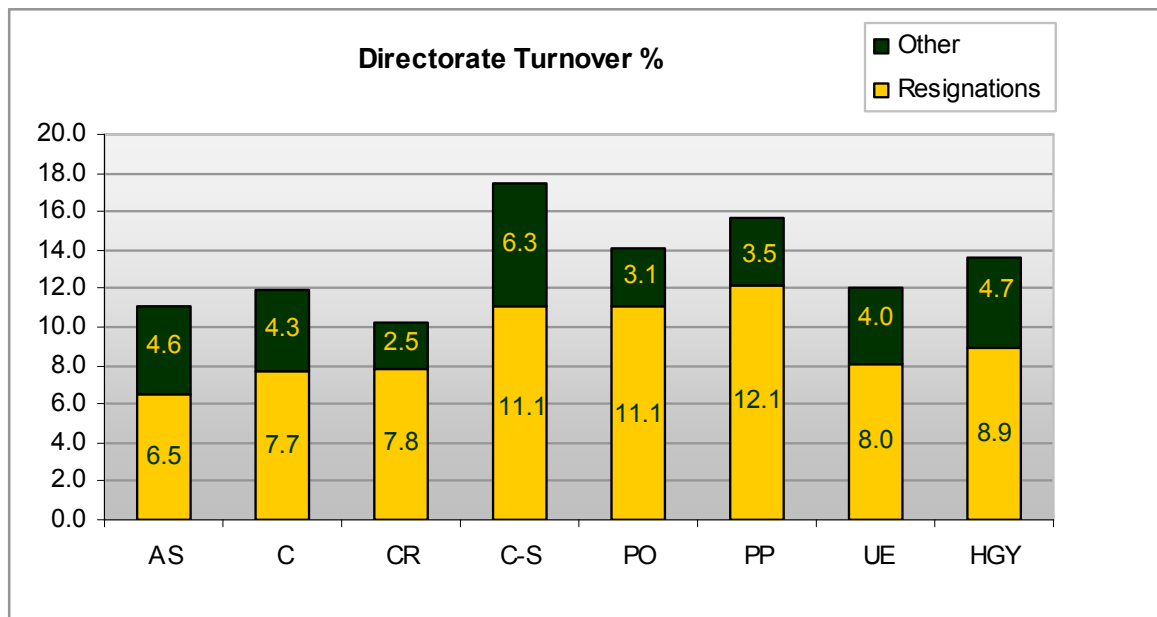
The level of voluntary resignations is of particular interest, as being employee-initiated; it can serve as a good indicator of an organisations health. Low levels may indicate good management practice, retaining pay & benefits and recognition systems, good retention practices, flexible work life balance schemes, clear internal career paths and opportunities, or a combination of any of these, with high levels often meaning the reverse.

It is also the largest group of leavers (65%) and the one most easily influenced, thus enabling large savings if approached correctly. This group has risen by 2% in the last year.

Haringey Council's voluntary resignation rate of 8.9% is comparable with average for London Boroughs (London Councils) at 8.7%.

	Haringey Council	London Councils 2008
Resignations	8.9 (65%)	8.7%

The following chart highlights the majority % of voluntary resignations compared with all other categories. The total turnover rate is above the column series.



Section Two – Recruitment & Retention

Turnover (continued)

The following table shows the voluntary resignation rate for each grade band by length of service.

This shows that relatively high resignation rates occur within the first 2 years of starting.

% Voluntary resignation rates by grade bands and length of service							
Grade band	Total	0<1	1<2	2<5	5<10	10<15	15+
MANUAL	9.7	18.4	14.2	10.6	6.3	5.4	4.3
SC1-SC5	9.6	14.1	16.0	11.1	7.3	3.2	2.2
SC6-SO2	6.8	12.2	13.8	7.0	7.8	1.7	3.0
PO1-PO3	7.4	12.2	8.3	15.0	5.3	3.6	2.2
PO4-PO7	11.4	13.3	13.7	20.1	14.3	4.0	3.2
PO8+	7.9	5.4	5.7	14.8	6.6	6.5	1.8
Totals	8.9	14.7	13.9	11.3	7.5	3.6	2.9

Number of voluntary resignations by grade bands and length of service							
Grade band	Total	0<1	1<2	2<5	5<10	10<15	15+
MANUAL	177	51	28	49	28	10	11
SC1-SC5	190	46	40	63	30	5	6
SC6-SO2	111	20	20	32	25	3	11
PO1-PO3	56	8	6	27	7	3	5
PO4-PO7	78	7	10	34	18	3	6
PO8+	18	1	1	11	3	1	1
Totals	630	133	105	216	111	25	40

Average headcount of period by grade bands and length of service							
Grade band	Total	0<1	1<2	2<5	5<10	10<15	15+
MANUAL	1824	277	198	461	447	184	259
SC1-SC5	1987	326	251	569	412	157	273
SC6-SO2	1632	164	145	456	319	178	371
PO1-PO3	760	66	73	180	133	83	227
PO4-PO7	683	53	73	169	126	76	187
PO8+	229	19	18	75	46	16	57
Totals	7113	903	756	1908	1482	692	1373

Section Two – Recruitment & Retention

Turnover (continued)

The following table shows the voluntary resignation rate for each grade band by age.

Voluntary resignation rates for staff aged under 35 years are 70% higher than average. This may be because of marketability and willingness to pursue or change job, location, etc. If we can improve retention levels in these groups this will start to have an impact on the age profile of the council.

% Voluntary resignation rates by grade bands and age							
Grade band	Total	16-24	25-34	35-44	45-54	55-64	65+
MANUAL	9.7	36.5	15.0	8.7	8.0	6.2	12.7
SC1-SC5	9.6	11.8	15.7	8.8	6.8	4.6	0.0
SC6-SO2	6.8	7.5	11.4	7.1	3.7	2.8	11.1
PO1-PO3	7.4	0.0	17.6	4.4	5.2	1.1	0.0
PO4-PO7	11.4	0.0	19.1	13.6	7.7	7.5	40.0
PO8+	7.9	0.0	18.2	11.0	5.6	5.5	0.0
Totals	8.9	14.9	14.9	8.4	6.4	4.9	9.5

Number of voluntary resignations by grade bands and age							
Grade band	Total	16-24	25-34	35-44	45-54	55-64	65+
MANUAL	177	21	33	47	49	22	5
SC1-SC5	190	24	69	50	37	10	0
SC6-SO2	111	5	45	39	16	5	1
PO1-PO3	56	0	32	11	12	1	0
PO4-PO7	78	0	19	31	19	8	1
PO8+	18	0	2	8	6	2	0
Totals	630	50	200	186	139	48	7

Average headcount of period by grade bands and age							
Grade band	Total	16-24	25-34	35-44	45-54	55-64	65+
MANUAL	1824	58	220	538	612	358	40
SC1-SC5	1987	203	439	567	542	216	21
SC6-SO2	1632	67	394	552	432	178	9
PO1-PO3	760	8	182	252	231	88	1
PO4-PO7	683	0	100	229	246	107	3
PO8+	229	0	11	73	108	37	1
Totals	7113	336	1345	2209	2169	982	74

Section Two – Recruitment & Retention

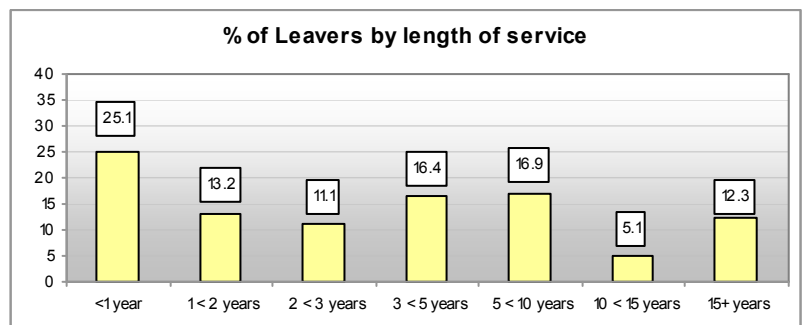
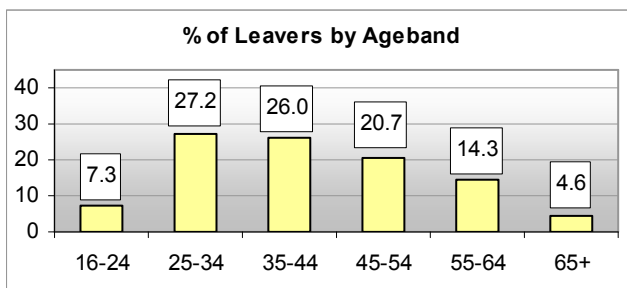
Turnover (continued)

The following table shows the voluntary resignation rate for each directorate by ethnic group.

This shows that black & minority ethnic resignation rates are lower than those for white staff and lower than the proportion of BME staff in the workforce.

Leavers by directorate and ethnicity										
Directorate	BME		White		White Other		Not Declared		HGY	
	Total	%	Total	%	Total	%	Total	%	Total	%
AS	63	40.6	53	34.2	27	17.4	12	7.7	155	16.1
C	73	43.5	52	31.0	26	15.5	17	10.1	168	17.4
C-S	168	41.0	130	31.7	96	23.4	16	3.9	410	42.5
CR	44	47.8	30	32.6	9	9.8	9	9.8	92	9.5
PO	9	39.1	11	47.8	3	13.0	0	0.0	23	2.4
PP	15	41.7	14	38.9	2	5.6	5	13.9	36	3.7
UE	29	35.8	36	44.4	12	14.8	4	4.9	81	8.4
HGY	401	41.6	326	33.8	175	18.1	63	6.5	965	100.0

Leavers by business unit and age band														
Directorate	16-24		25-34		35-44		45-54		55-64		65+		Totals	
	Total	%	Total	%	Total	%	Total	%	Total	%	Total	%	Total	%
AS	11	7.1	34	21.9	33	21.3	36	23.2	24	15.5	17	11.0	155	16.1
C	5	3.0	36	21.4	52	31.0	29	17.3	38	22.6	8	4.8	168	17.4
C-S	42	10.2	112	27.3	107	26.1	88	21.5	46	11.2	15	3.7	410	42.5
CR	6	6.5	33	35.9	22	23.9	18	19.6	11	12.0	2	2.2	92	9.5
PO	1	4.3	10	43.5	6	26.1	4	17.4	2	8.7	0	0.0	23	2.4
PP	1	2.8	13	36.1	10	27.8	7	19.4	4	11.1	1	2.8	36	3.7
UE	4	4.9	24	29.6	21	25.9	18	22.2	13	16.0	1	1.2	81	8.4
HGY	70	7.3	262	27.2	251	26.0	200	20.7	138	14.3	44	4.6	965	100.0



Section Two – Recruitment & Retention

Length of service

The following table shows the % length of service for each directorate and grade band. Measuring by length of service is a useful way to gauge the amount of experience and knowledge of organisational process and history.

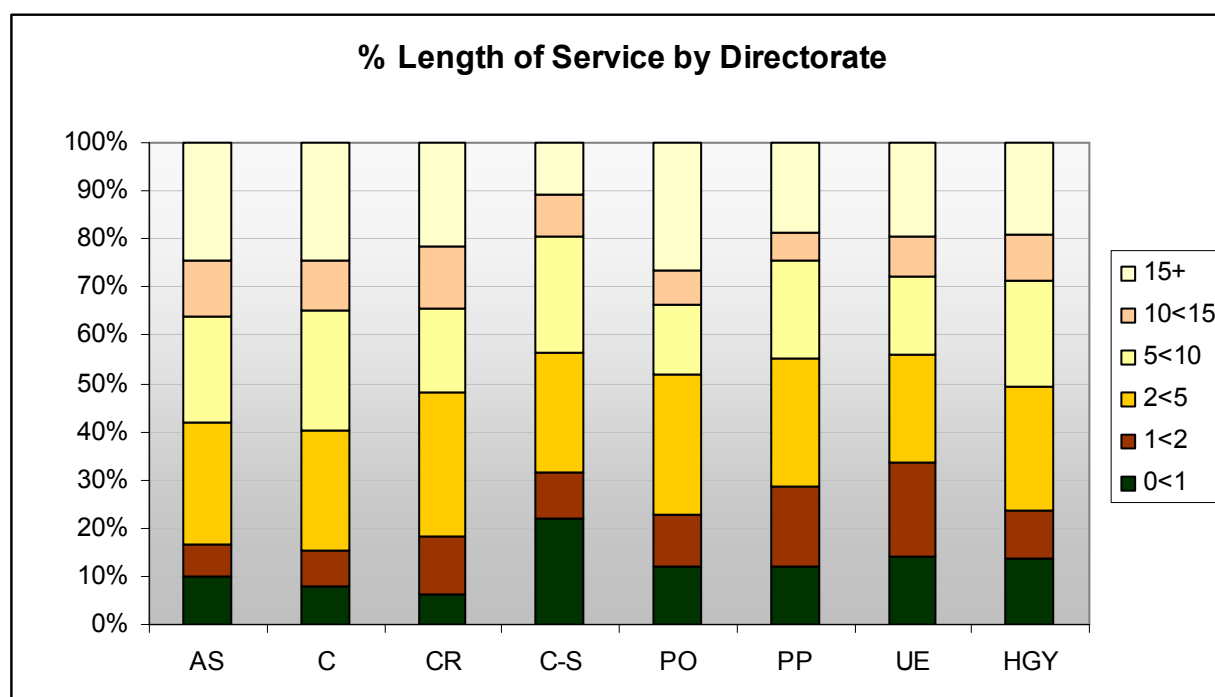
Average Length of Service by Directorate and Grade Band							
Directorate	MANUAL	SC1-SC5	SC6-SO2	PO1-PO3	PO4-PO7	PO8+	Total
AS	9.4	7.4	9.7	12.0	10.9	9.3	9.4
C	8.4	9.9	9.1	10.8	9.3	9.8	9.3
CR	6.3	6.4	9.3	11.0	11.1	8.2	8.7
C-S	5.5	5.7	7.8	9.8	6.0	7.1	6.1
PO	0.0	8.1	6.3	12.5	10.5	11.7	9.2
PP	13.7	4.2	5.4	5.6	10.1	11.5	7.4
UE	6.1	3.0	8.0	10.5	10.5	8.8	7.6
HGY	7.0	6.3	8.7	10.4	10.1	9.4	7.9

The data shows that 26% of the organisation has between 2-5 years length of service and 21% of staff have between 5-10 years. This could indicate that the vast majority of staff employed are happy with their job and stay on for a long period of time.

However, there is a dip within the 10-15 year range at 10% of the organisation.

19% of all staff have over 15 years service.

Looking at the length of service as distributed through each directorate, the trend continues showing a smaller percentage of staff within the 10-15 year bracket.



Section Two – Recruitment & Retention

Economics

Economics – the impact on Haringey Council as an employer

The skills shortage

Our ageing population (both nationally and within the council) leaves us vulnerable to a skills shortage. This is heightened by the impact of developing countries such as China, India and Eastern European regions growing and offering more jobs, and thus less migration to the UK.

As the baby boomers (people born after the Second World War and during the 1960s) move into retirement they will be replaced in the working age population by smaller numbers of people born since the 1960s. The Borough profile projects that the 40 – 65 age group will also increase which will continue to feed the ever increasing over 65 group, putting pressure on older people's services and also increasing the age demographic of the Council. In contrast the under 25s will decrease, as will (more slowly) the 25 – 39 age group. This means that the Council needs to focus on attracting young people, developing staff and transferring knowledge and skills in order to continue to be effectively resourced in order to deliver excellent services.

Human Resources is ensuring our future service delivery by planning ahead. Long term people strategies, succession planning and talent management are all key focus points for 2008/09.

“Consumer confidence continues to fall”

Source: GfK NOP on behalf of the European Commission

Human Resources has reviewed the recent GfK index of consumer confidence, which reflects people's views on their financial position and the general economic situation over the past year, as well as their expectations for the next 12 months.

Greater London scores have decreased indicating more negative feeling. This can improve retention rates as employees align themselves to their organisation's values in order to safeguard their jobs in a perceived unstable economic climate. Continued positive staff measures such as employee benefits, staff health MOTs and flexible working aim to improve our employment offer and ensure Haringey is a great place to work.

Section Three – Our Workforce

Summary

Employees and Agency staff

In addition to the 7240 Council employees (excluding teachers), we also engaged on average, 593 agency workers throughout 2007/8. The vast majority were hired due to an increase in volume of work, which cannot be met with existing resources. Detailed management information is provided monthly to enable senior managers to challenge the activity in their business units.

The number of agency workers has seen a 70%+ reduction since the high usage of a couple of years ago. This has been achieved through a sustained reduction by careful monitoring of the use of our managed service contract. This year we have turned our attention to the use of long term agency temps in the council and an exercise is ongoing to reduce our reliance on these.

Agency regeneration

Agency temps are sourced from a variety of suppliers managed by Hays Resource Management, 41 suppliers have signed up to Hays' regeneration charter. They are committed to registering candidates who have attended free training through one of our regeneration partners. The candidates include long term unemployed, single parents and disabled candidates.

Successful completion of training ensures the candidate has a recent reference, from the training establishment. This reference allows them to apply for agency work, which once completed provided a second reference enabling the candidate to apply for permanent work through the Haringey guarantee scheme. Candidates are supported through the process by Hays' regeneration consultant who is based in Human Resources.

Additional links have been forged with Working Links in the last 2 months. This organisation offers support and training to the long term unemployed and those on benefits. Through this partnership 5 individuals have been placed with local agencies and subsequently have secured work in the Council in the last 2 months, and an additional 17 received training with a view to being placed once certified.

Key shortage roles in catering, driving and social care are being filled by these individuals. Training has primarily been undertaken in Food Safety and Recycling. Managers in these business areas have been engaged to help ensure the training is tailored to meet Haringey's specific requirements reducing the need for trial periods and increasing the long term permanent work prospects for the candidate. Two further courses are now open – in Haringey Recycling Driver training and also the accredited Pathway to Care course.

Section Three – Our Workforce

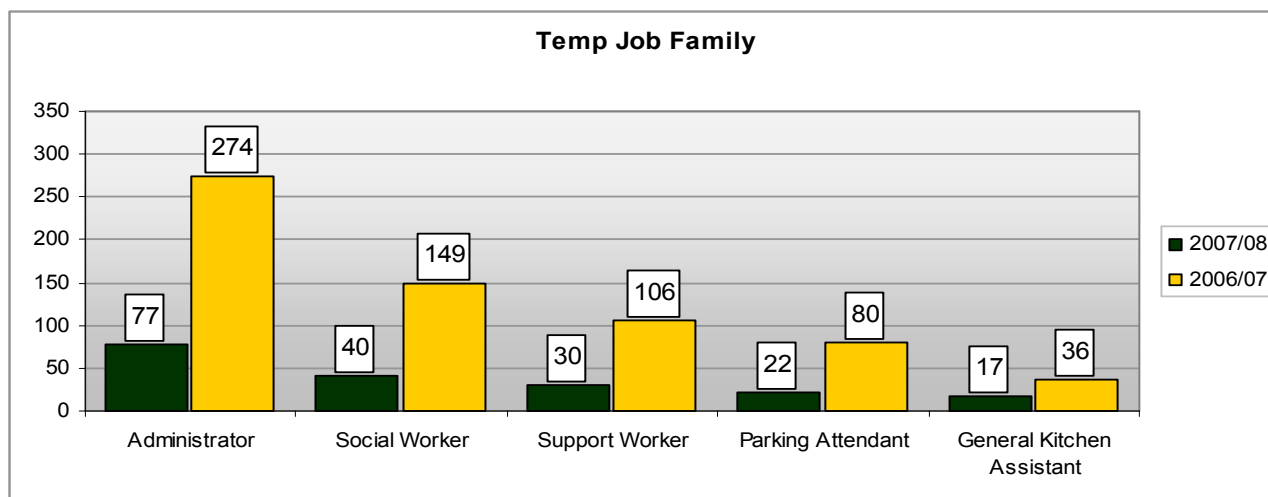
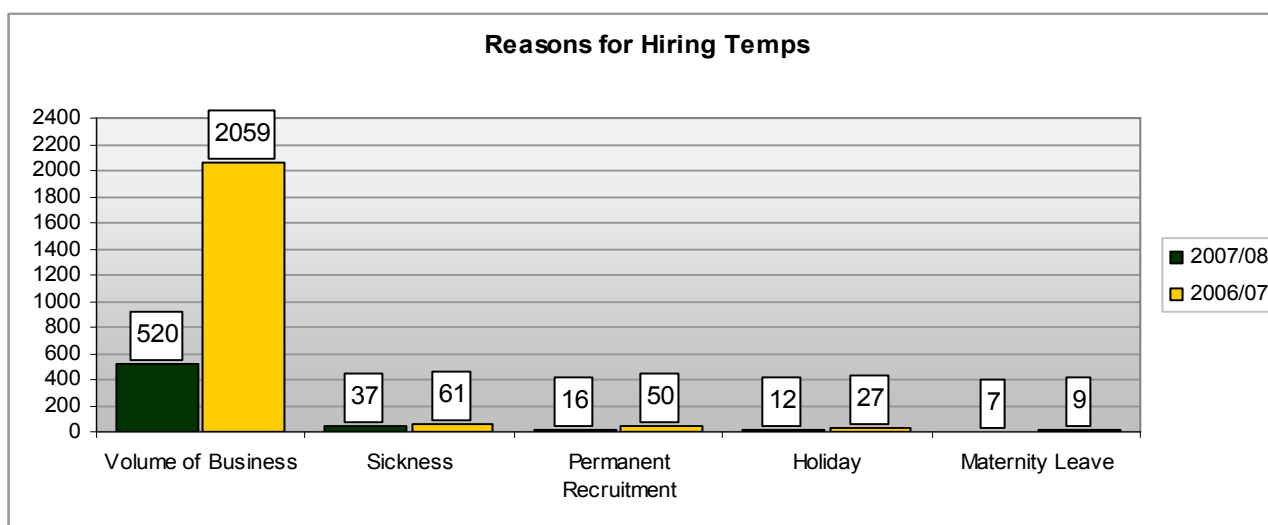
The Council Workforce

The following table gives a snapshot on the number of the total number of full time equivalent Council and agency employees. Schools have been removed as their total agency usage is unknown.

Establishment coverage (excluding schools)				
Directorate	Headcount	FTE council staff	FTE agency staff	Total workers (FTE council + agency staff)
AS	1401	1216	141	1357
C	1373	1107	138	1245
CR	874	730	117	847
PO	166	158	7	165
PP	235	220	30	249
UE	693	670	168	838
HGY	4742	4100	602	4702

Reasons for hiring agency temps

The graphs below detail the reasons why they were hired and the most common roles that they covered.



Section Four – In Sickness and In Health

Summary

Sickness Absence

The Sickness Absence Target set by the Council and reported to the Audit Commission is **8.80** days per person. The aim is to get the council into the top quartile of London local authorities.

The council absence rate at end of March 2008 was 9.67 days.

HR has been focussing on improving absence management over the last 2 years and has worked with managers to reduce long-term sickness. As a result, we have managed to reduce overall sickness absence from 10.4 days to its present rate of 9.67 days. Most of the decrease was concentrated in the latter part of 2007/08 following the introduction of a sickness toolkit that greatly assists managers in monitoring sickness absence.

Higher levels of sickness occur the older people get, although this may be expected.

However, higher than average levels of sickness occur the lower people are paid. As well as improving monitoring for these staff we may need to also find ways to better engage these staff, since social science studies in the workplace show that with higher levels of engagement staff are more productive and have lower sickness levels.

As part of our strategy to reduce sickness absence levels we have been taking a 2 strand approach. We have improved scrutiny and action of management of absence and we are aiming to improve better attendance through creating a healthier lifestyle. These initiatives are summarised below:

- Introduction of the sickness toolkit allows easier monitoring and identification of high levels of absence enabling a targeted approach to intervention.
- The running again of the Health for Life programme in conjunction with the College of North East London.
- Promotion of a healthy lifestyle via sessions run by the Occupational Health Unit.
- Regular smoking cessation sessions set up and run by the Occupational Health Unit.
- Promotion of flexible working including a home-working pilot scheme in Benefits and Local taxation.
- Occupational Health and Health and Safety continues to focus on health surveillance identifying health improvements
- Shorter referral times for appointments with the St Ann's Hospital physiotherapy unit.
- Working with external specialists - cognitive behavioural therapy has been utilised as part of welfare services.
- Health and Safety have been undertaking a programme of stress management audits using the HSE toolkit in areas of the council where high levels of stress related absence are prevalent.

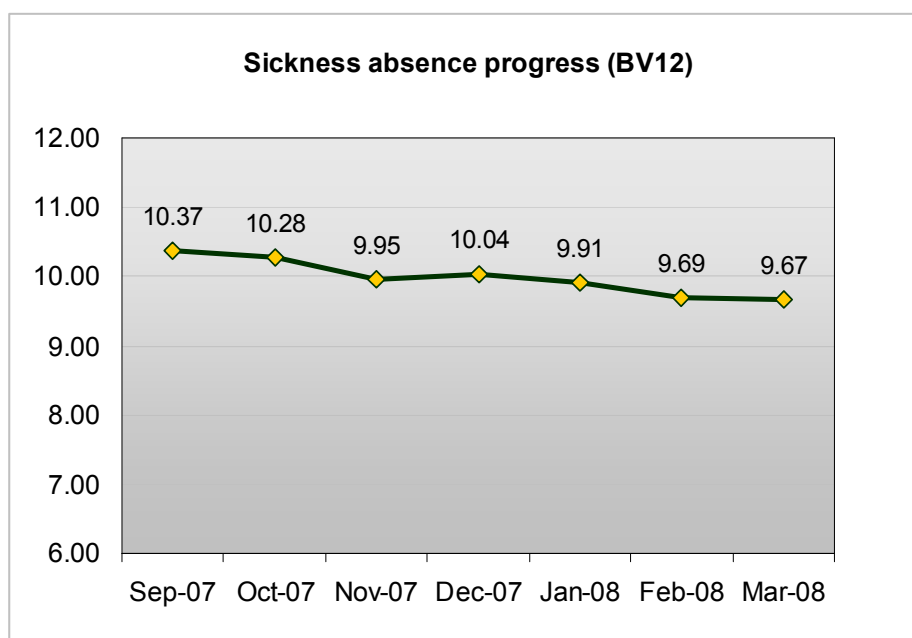
Section Four – In Sickness and In Health

Sickness Absence Data

This section looks at Sickness Absence data, including BVPI 12 performance, absence recording and sickness data analysis.

The following table shows BVPI 12 performance per directorate and a comparison of last year's results

- The average number of days sick per employee fell for most directorates contributing to Haringey Council achieving 9.67 days, a marked improvement from last year. The Council is committed to achieving it's target of 8.8 days in the next year and then aiming to achieve London borough top quartile performance with an average of 7.9 days per person.
- The overall direct cost of sickness absence for 2007/8 was £6,039,395

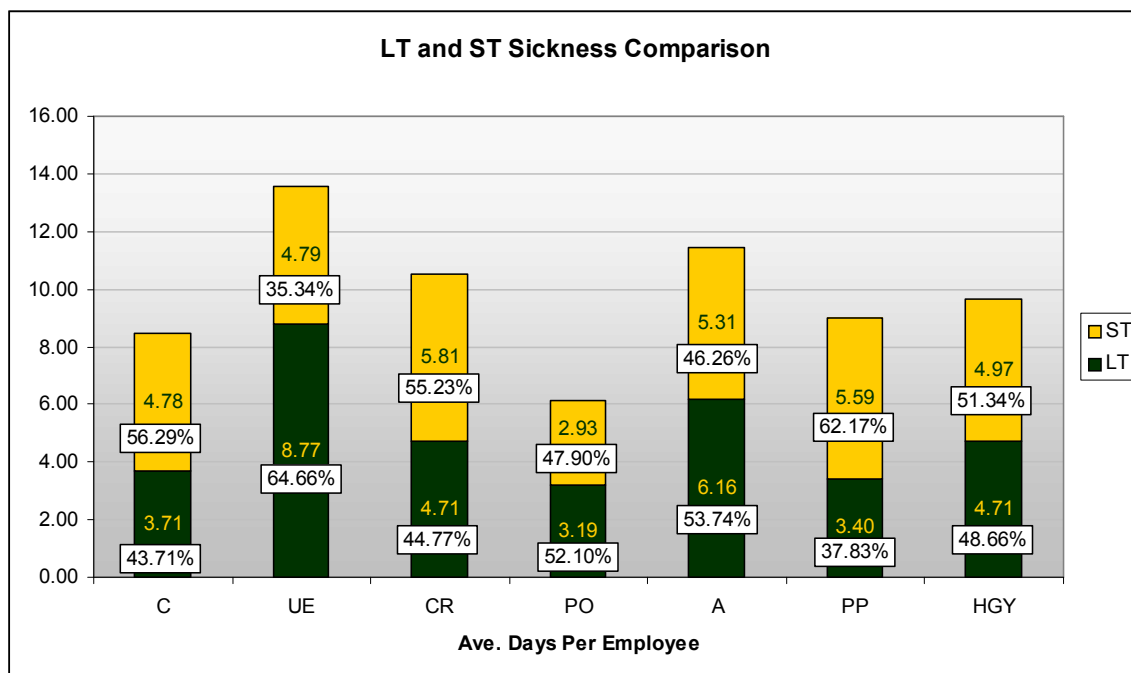


Section Four – In Sickness and In Health

Sickness Absence Data (Continued)

The following charts shows the average number of days sick per employee divided into short & long term absence.

- With 13.56 days per employee, Urban Environment had the highest average number of sick days per employee, 64.7% was attributed to long term (single spell of 20 days or more) absence.
- Corporate Resources had the highest proportion of short term sickness at 55.2%.



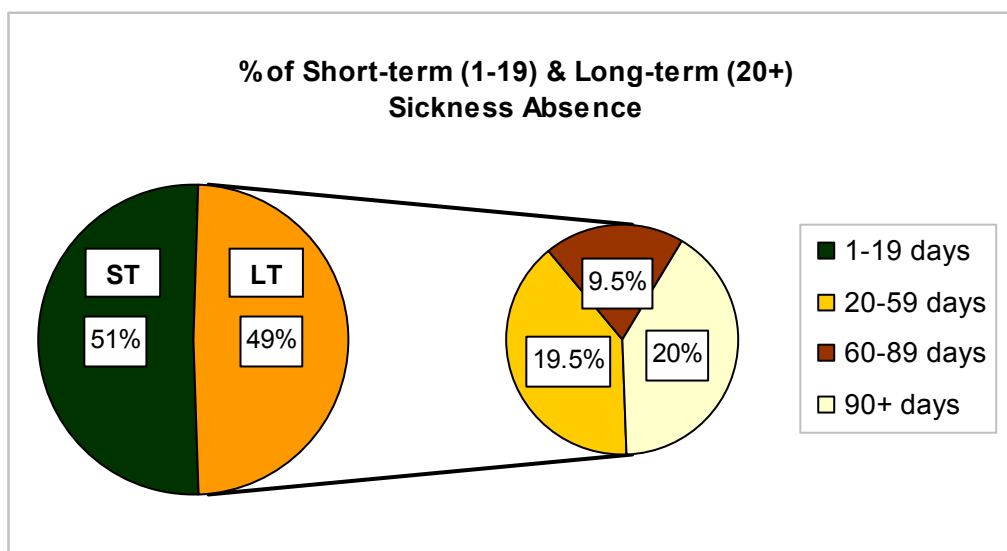
Higher levels of average sickness absence (15 days plus) exist within the following service areas -

Directorate	Service
Adults, Culture & Community Services	Home Care, Learning Disability, Mental Health, Physical Disability, Residential services, Recreation Parks.
Corporate Resources	Customer Services, Benefits & Local Taxation
Policy, Performance, Partnerships & Communications	Neighbourhood Management
Children & Young People's Service	Contracts Services, Children's Centres, Early Years & Play, Children & Families (C&F) – Children in Care, C&F – Resources & Place
Urban Environment	Enforcement, Housing Needs Service, Parking Service, Waste Management

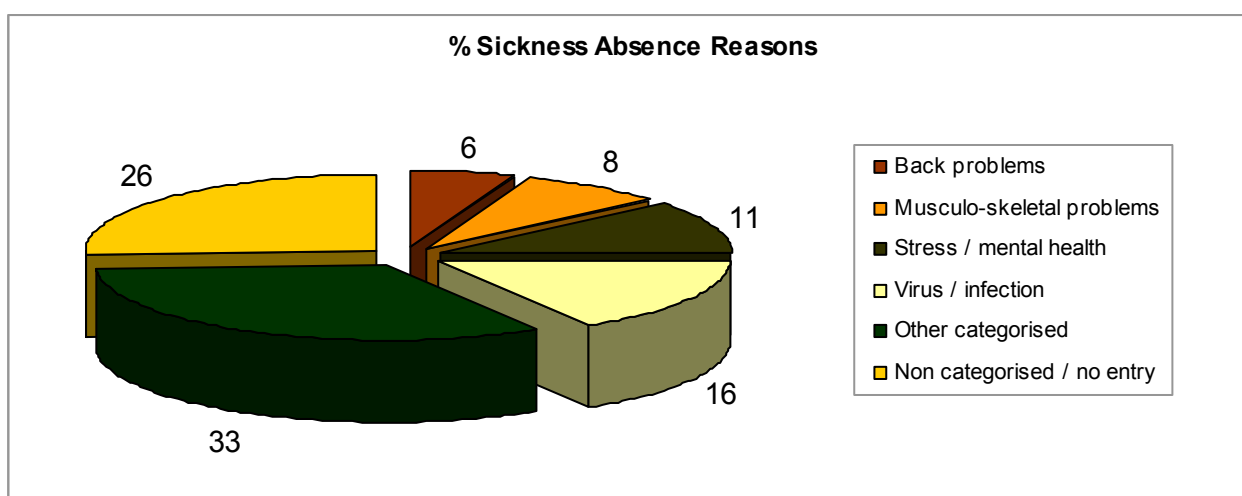
Section Four – In Sickness and In Health

Sickness Absence Data (Continued)

This section provides further analysis on the average number of days sick per employee by reason, broken down into short & long term absence.



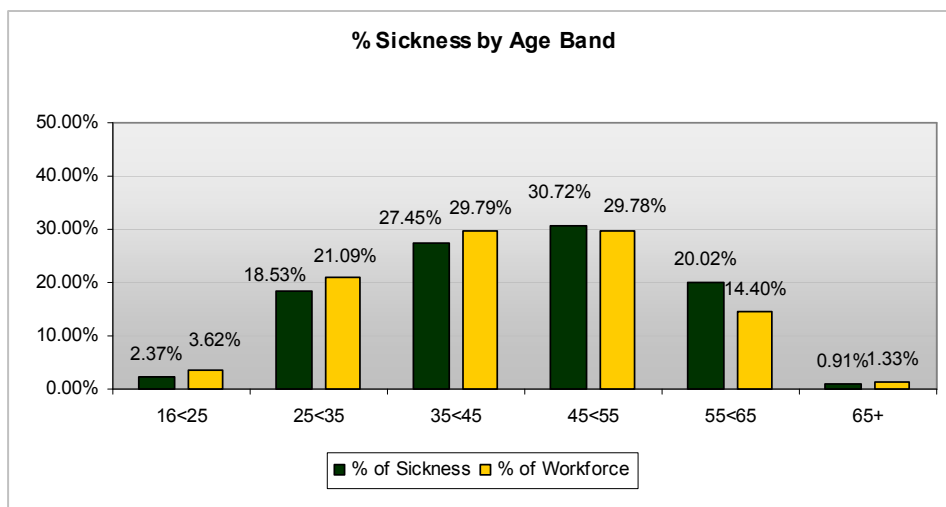
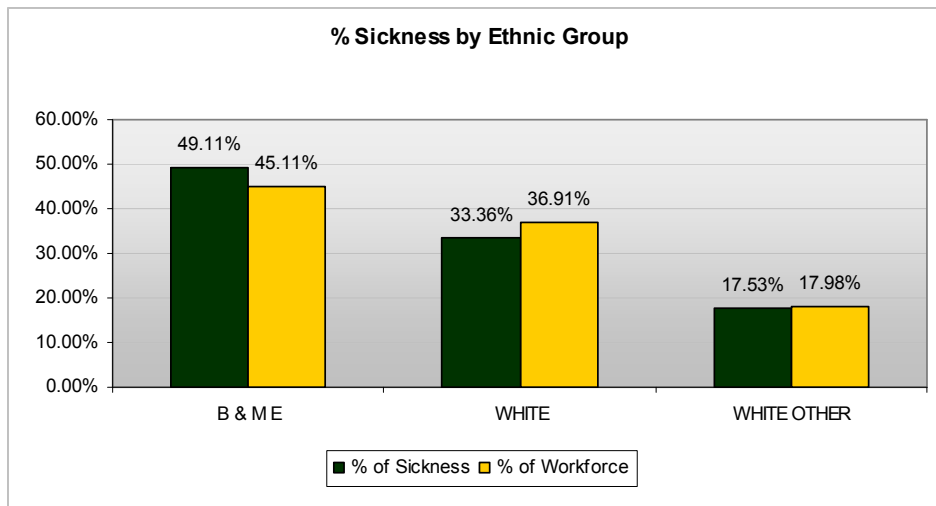
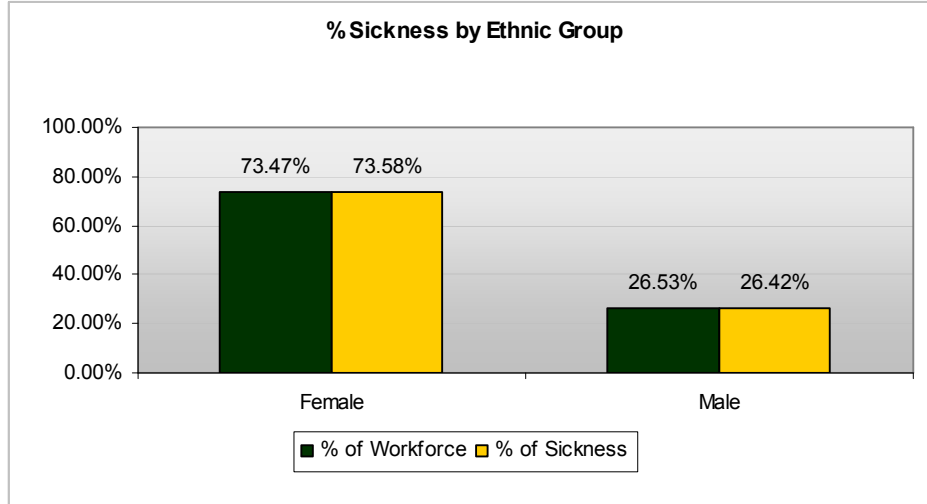
% breakdown of categorised sickness absence by short and long term (%)			
Reason	Short-term (1-19 days)	Long-term (20+ days)	Totals
Back problems	5.2	6.6	6
Musculo-skeletal problems	4.8	11.2	8
Stress / mental health	4.4	18.0	11
Virus / infection	28.9	3.5	16
Other categorised	34.0	31.8	33



Section Four – In Sickness and In Health

Sickness Absence Data (Continued)

The following charts show sickness absence by ethnicity, age and gender.

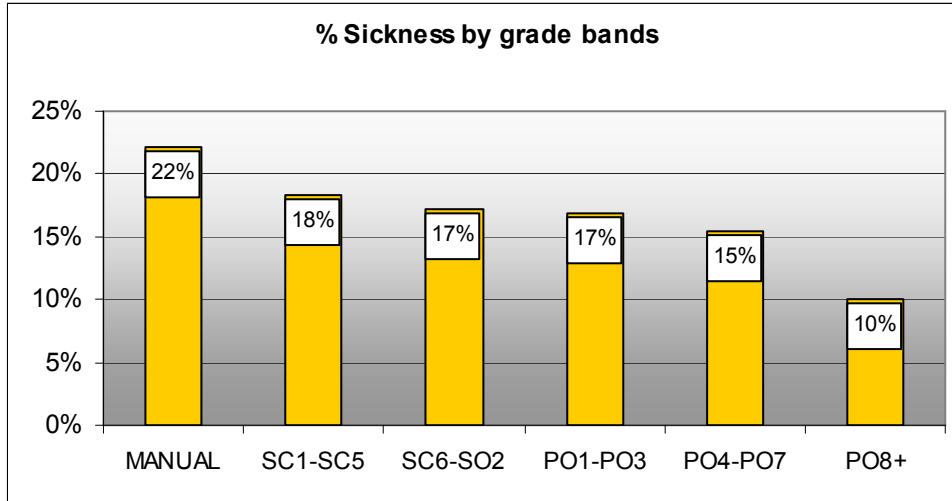


Section Four – In Sickness and In Health

Sickness Absence Data (Continued)

The following chart shows % of sickness within different grade levels.

Higher levels of sickness occur the lower the level of pay gets.



Section Five – Benchmarked Council Performance

Council Performance

This section benchmarks Haringey Council performances with other authorities, both local and national, and other related industries. These BVPI figures may appear higher than figures before this point in the report. This is because the data we collected for BVPI regional comparison did not include temporary workers with less than 1 years service.

Workforce BVPI's

- The workforce related BVPI's include:
 - BV11a, % women in top 5%
 - BV11b, % BME staff in top 5%
 - BV16a, % disabled staff of workforce
 - BV17a, % BME staff of the workforce (see appendix D for definitions)

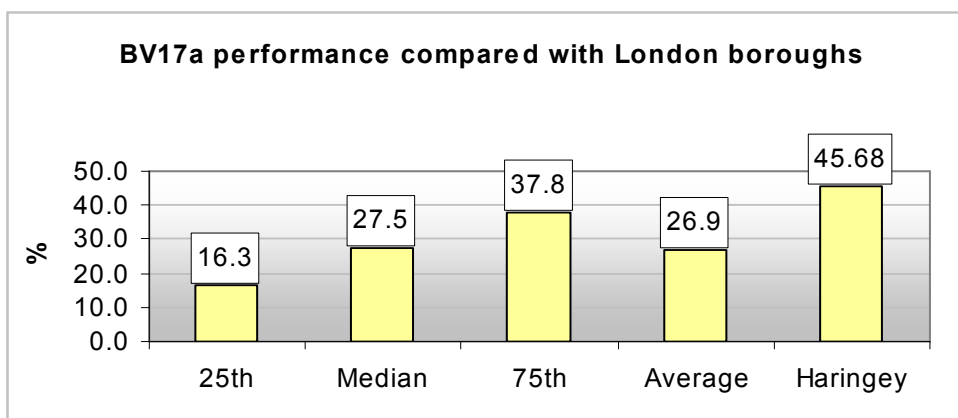
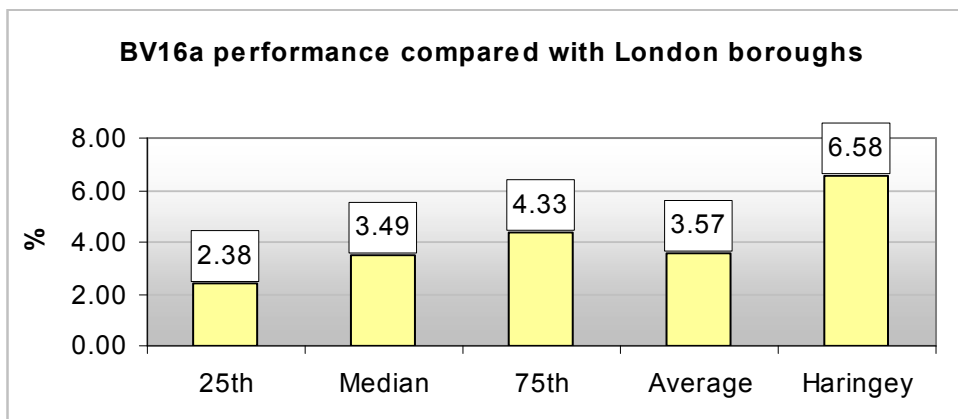
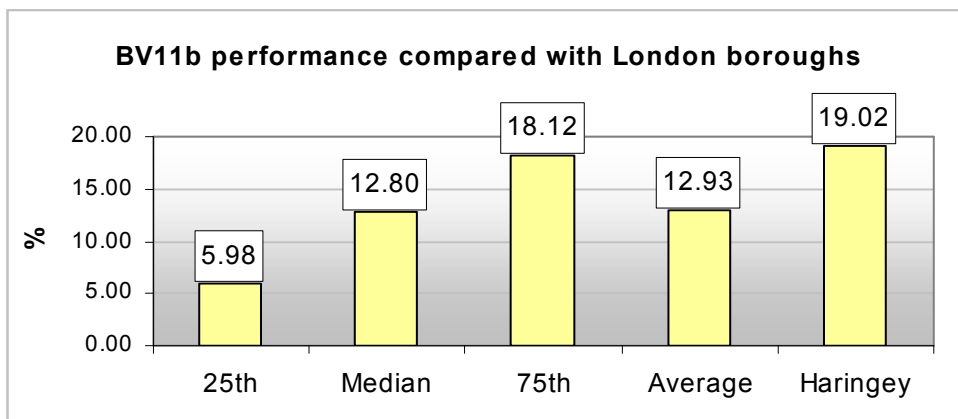
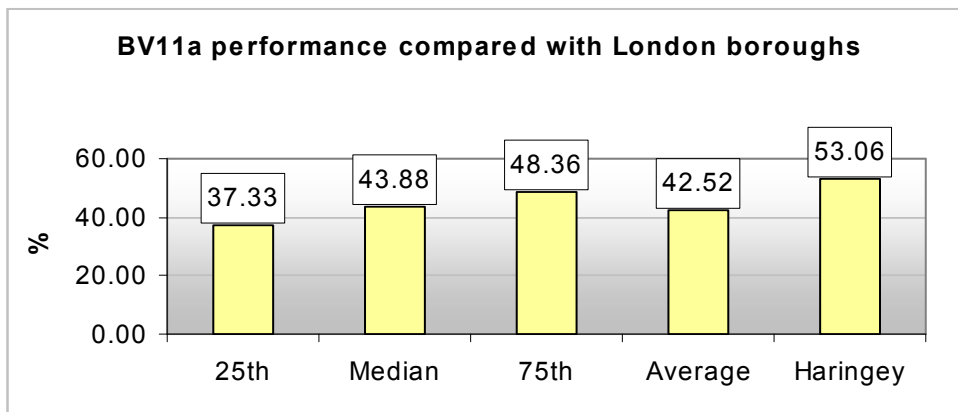
- Based on the Audit Commissions 2006/7 performance table, Haringey Council would:
 - be ranked 3rd of all local authorities for the percentage of women in the top 5% of earners at 53% (BV11a). One of the top performing local authorities in this area.
 - have 19% BME staff within the top 5% of earners. One of the top performing local authorities in this area, Haringey would be ranked 6th (BV11b).
 - have a workforce which reflects its diverse community. 45.7% of the workforce coming from BME backgrounds. One of the top performing local authorities in this area, Haringey would be ranked 3rd (BV17a).
 - 6.58% of staff declaring they are disabled. An increase in 3% on the previous year has moved Haringey from a rank of 15th to 3rd (BV16a). Haringey is 4.2% above the local authority average and is now one of the top performing local authorities in this area.

Haringey Council's workforce BVPI results against Audit Commissions 2006/7 performance table			
BVPI	Score	Rank	Percentile
BV11a	53.06	3 rd	75 th
BV11b	19.02	6 th	75 th
BV16a	6.58	3 rd	75 th
BV17a	45.7	3 rd	75 th

Workforce BVPI performance table displaying inner London local authorities (inc NLSA) 2006/7				
London Borough	BV 11a	BV 11b	BV 16a	BV 17a
Barking and Dagenham	45.51	10.11	4.08	14.8
Barnet	52.00	9.71	1.46	22.6
Brent	44.72	17.35	4.21	49.9
Bromley	36.00	6.70	4.35	8.8
Camden	45.99	18.87	4.21	34.1
Ealing	52.67	19.33	3.82	36.0
Enfield	49.20	10.66	2.73	19.2
Greenwich	48.72	18.72	2.34	17.7
Hackney	41.42	30.02	2.56	41.2
Hammersmith and Fulham	42.33	15.01	3.07	32.1
Haringey	53.06	19.02	6.58	45.7
Harrow	37.04	17.46	2.34	37.9
Hounslow	47.99	12.80	3.16	26.0
Islington	41.00	16.00	4.50	37.8
Kensington and Chelsea	28.45	5.17	5.60	27.8
Lambeth	36.14	24.50	7.38	46.3
Lewisham	56.26	15.39	6.81	29.3
Tower Hamlets	53.21	15.26	5.12	43.5
Waltham Forest	50.00	22.50	2.74	36.0
Wandsworth	22.91	5.23	4.18	27.5
Westminster	37.50	4.69	2.08	26.8
75 percentile	48.36	18.12	3.57	26.9
Median	43.88	12.80	4.33	37.8
25 percentile	37.33	5.98	3.49	27.5
Average	42.52	12.93	2.38	16.3

Section Five – Benchmarked Council Performance

Workforce BVPI's (continued)



Section Five – Benchmarked Council Performance

Sickness Absence

- At the end of the 2007/8 financial year, Haringey Council recorded an average of **9.67** sick days per employee.
- It is interesting to note that the Health & Safety Executive (HSE) have published a report on the sickness of workplace absence, which shows that:
 - Larger organisations have higher rates of sickness absence.
 - And that higher rate of absence is reported for female and older workers.

Haringey Council is affected by these issues since it:

- Has one of the highest headcounts of London local authorities.
- Has over 70% female workers.
- Has a workforce with an average age of 43 and over 14% of staff are aged 55 or more.

Sickness absence - average number of days sick per employee	
Haringey 2007/8	9.7
Haringey excluding Schools staff	11.4
2006/7 London Councils survey (excludes schools)	
- Upper quartile	8.9
- Lower quartile	11.0
- Average	10.0
*CIPD - Local Government Ave.	11.0

* CIPD, Absence Management Survey Report 2007

Reasons for Absence Comparison

London Councils survey exc. other non categorised absence		
Reason	London Councils survey	Haringey
Stress/Mental Health	23%	15%
Virus/ Infections	16%	22%
Back	10%	8%
Other Musculo-skeletal problems	15%	11%

* London Councils survey report 2008

Section Five – Benchmarked Council Performance

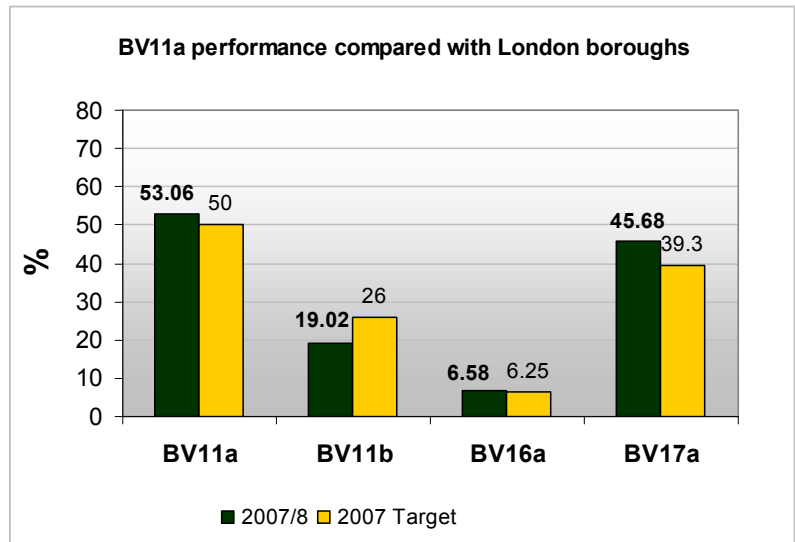
Past & Present

This section compares Haringey Council's current performance performances.

Workforce BVPI's

- We are still above our target of 50% of women in the top 5% of earners (BV11a), despite a small drop in the % from last year.
 - The number of BME staff (BV11b) within the top 5 % of earners has increased to 19.02% from 18.2%.
 - The number of staff with a disability has greatly increased and we have now achieved the target in this area. Work trials are being introduced this year to encourage more people with disabilities to apply to jobs in the Council.
 - Reflecting the demographically diverse population of Haringey's community, Haringey Council has consistently achieved it's target of having 39.3% of the workforce coming from BME backgrounds (BV17a).
- BV11a, % women in top 5%
 - BV11b, % BME staff in top 5%
 - BV16a, % disabled staff of workforce
 - BV17a, % BME staff of the workforce
(see appendix D for definitions)

Workforce BVPI's progress				
Period	2005/6	2006/7	2007/8	2007 Target
BV11a	55.9	54.2	53.06	50
BV11b	21.1	18.2	19.02	26
BV16a	3.8	3.56	6.58	6.25
BV17a	44.6	44.9	45.68	39.3

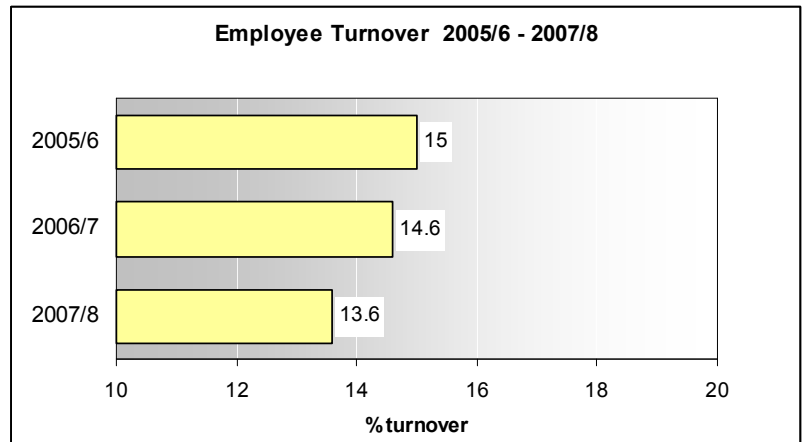


Section Five – Benchmarked Council Performance

Past & Present

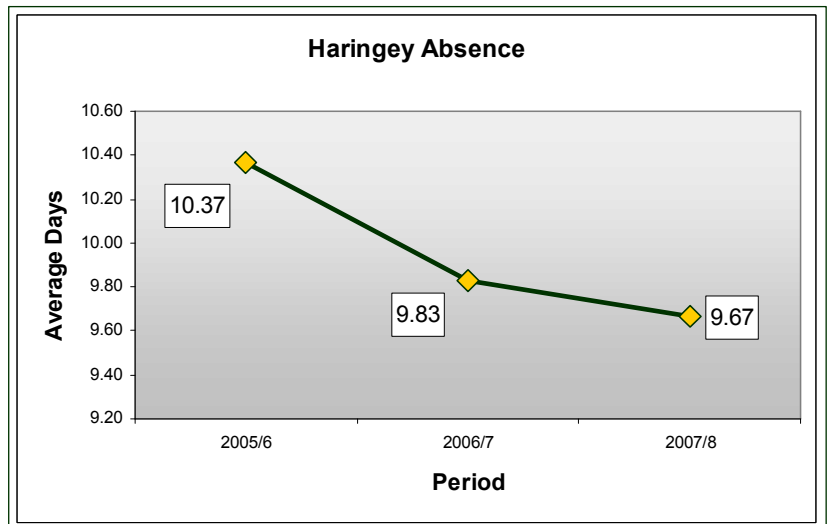
Turnover

- The turnover rate is similar to last year's and is currently at 13.6%. The rate has slowly decreased over the last 3 years.



Sickness Absence

- The sickness absence progress (BV12) chart shows the decrease in average number of sick days from 2005/6 to 2007/8.
- The consistent annual decrease is the result of continued effort by HR Consultants and managers to reduce sickness absence through better monitoring.



- 2006/7 reflects a revised figure.

Section Six – Appendices

Appendix A – Grade bands

Employee's salaries have been grouped into the following grade bands:

Current grade band ranges as of April 2007		
Grade band	Min	Max
MANUAL	£13,428	£16,749
SC1 - SC5	£14,010	£22,428
SC6 - SO2	£23,097	£29,286
PO1 - PO3	£28,524	£34,983
PO4 - PO7	£34,983	£45,516
PO8+	£46,737	+

Appendix B – Leaving Reason Groupings

Employees leaving reasons have been grouped into the following categories:

Reason for leaving categories	
Voluntary Resignation	TUPE Transfers
Voluntary resignation	TUPE transfer
Retirements	Other/Not Known
Early retirement, compulsory	Contravention of law
Compulsory age, retirement	Death in service
Ill health retirement	End of fixed term contract
Voluntary retirement	End of temporary contract
Voluntary early retirement 85 year rule	Frustration of Contract
Voluntary early retirement age 60	Not Known
Voluntary early retirement efficiency	Opt out of Haringey
Voluntary early retirement redundancy	Unsatisfactory Probation
Dismissal	Redundancies
Capability dismissal	Compulsory redundancy
Disciplinary dismissal	
Sickness dismissal	

Appendix C – Ethnic Groups

Employee's ethnicities have been grouped into the following ethnic groups:

Grouping	Definition
BME	Includes Blacks, Asians, Mixed and other nationalities.
WHITE	Includes all British nationalities
WHITE OTHER	Includes non-British white staff - Irish, Greek/Cypriot, Turkish, Turkish/Cypriot, Kurdish, Gypsy, Irish Traveler and other white nationalities

Section Six – Appendices

Appendix D – Best Value Performance Indicators descriptions

BV 11a - % of top 5% of earners that are women – Applies to Permanent staff only (employees on fixed term or temporary contracts who have been employed for over a year are considered as permanent), schools are excluded from the calculation, but centrally employed teaching staff are included. The top 5% are identified by ranking staff according to their gross FTE pay. The purpose of this indicator is to monitor towards equal opportunities.

BV 11b - % of top 5% of earners from minority ethnic communities - Applies to Permanent staff only (employees on fixed term or temporary contracts who have been employed for over a year are considered as permanent), schools are excluded from the calculation, but centrally employed teaching staff are included. The top 5% are identified by ranking staff according to their gross FTE pay. The % figure relates to only those employees in the top 5% who have their ethnicity declared. The purpose of this indicator is to monitor towards equal opportunities.

BV 12 - The no. of working days/shifts lost due to sickness absence per FTE employee - Applies to Permanent staff only (employees on fixed term or temporary contracts who have been employed for over a year are considered as permanent), schools are included in this BVPI. The denominator is the average number of FTEs employed during the financial year. The purpose of this indicator is to monitor the level of sickness absence in local authorities.

BV 16a - % of staff declaring they meet the Disability Discrimination Act disability definition – Applies to Permanent staff only (employees on fixed term or temporary contracts who have been employed for over a year are considered as permanent) including staff in schools. Disabled staff are those who identify themselves as such against the Disability Discrimination Act 1995 (DDA). The aim of this indicator is to measure progress towards achieving equal opportunities in employment.

BV 17a - % of staff from minority ethnic communities – Applies to those Permanent only staff including schools (employees on fixed term or temporary contracts who have been employed for over a year are considered as permanent), whose ethnicity is declared. The purpose of this indicator is to monitor towards equal opportunities.

Section Six – Appendices

Appendix E – HR Employment Strategy and Performance

The HR Employment Strategy and Performance Team members who have produced the report are:

- ❖ Leon Sommers
- ❖ Colin Ahaneku
- ❖ Rickie Jennings

Please contact any of us for further information or if you have a query about the content of this report or require any other HR management information.

If you have any other queries or comments you wish to raise regarding the report or related issues, please contact Steve Davies, Head of Human Resources.



Agenda item:

[No.1]

**General Purposes Committee
Cabinet**

On 29 September 2008
On 14 October 2008

Report Title: **Commission for Local Administration investigation report into complaint no 06/A/12508**

Forward Plan reference number: 31

Report of: **Assistant Chief Executive, Policy, Performance, Partnerships & Communication**

Wards(s) affected: not applicable

Report for: non key decision

1. Purpose

1.1 To receive and consider the attached investigation report of the Local Government Ombudsman, and to determine action to be taken in the light of the finding of maladministration, and the Ombudsman's recommendations.

2. Introduction by Cabinet Member for Community Cohesion and Involvement

2.1 All our residents are entitled to good customer service and it appears that on this occasion we fell short of that standard and our record keeping was not as it should have been. While not accepting the Ombudsman's interpretation of the homelessness legislation I agree that we should offer compensation of £250 to Ms D to recompense her for the trouble involved in pursuing her complaint.

2.2 I am pleased to see that steps are being taken to ensure staff are fully trained, especially in relation to accurate record keeping.

3. Introduction by Cabinet Member for Housing Services

3.1 This report was discussed with the Assistant Director for Housing, including the issue of the Ombudsman's role in this case. I am pleased that the recommendations will resolve this issue satisfactorily.

4. Recommendations

4.1 That the findings of the investigation report be noted.

4.2 That the General Purposes Committee agree a payment to Ms David of £250 compensation for her time and trouble in pursuing the complaint.

4.3 That the guidance to officers on the issues raised by the complaint be reviewed in the light of the 2006 Homelessness Code of Guidance.

4.4 That any training needs be addressed, particularly in relation to the importance of clear and accurate record keeping.

Report Authorised by:
Sharon Kemp



Assistant Chief Executive, Policy, Performance, Partnerships & Communication

Contact Officer: Ian Christie, Feedback and Information Manager
Tel: 020 8489 2557

5. Chief Financial Officer Comments

5.1 The Chief Financial Officer has been consulted over the contents of this report and notes that the only direct financial implication arising from this report is the proposed £250 compensation which will be paid from the Housing Services budget. Clearly investigations of this type are resource intensive in terms of officer time and the proposed recommendations should reduce the likelihood of a similar case occurring again.

6. Head of Legal Services Comments

6.1 The Head of Legal Services has been consulted in the preparation of this report, and confirms that the legal implications set out at paragraphs 10.1 and 10.2 below are accurate. In addition, the content of paragraph 13.4 below is an appropriate response to the Ombudsman's recommendations.

7. Local Government (Access to Information) Act 1985

7.1 No background papers were use in the preparation of this report.

8. Strategic Implications

8.1 This report is presented in order to comply with the statutory requirement for the Council to respond to a finding of maladministration within 3 months. The investigation report was issued on 24 July 2008.

9. Financial Implications

9.1 Any compensation payment approved will be charged to the Strategic and Community Housing budget.

10. Legal Implications

10.1 The Local Government Act 1974 requires the Council to consider an investigation report and to determine action to be taken within three

months of its receipt. The real names of the persons concerned are not used in the investigation report. A press announcement has been made giving the public notice of the existence of the report, and it has been made available for public inspection.

- 10.2 The Council has power to incur expenditure that it considers appropriate to compensate a complainant on a finding of maladministration. This has been delegated to the General Purposes Committee pursuant to Part Three, Section C, of the Constitution. If the Local Government Ombudsman does not receive notification from the Council within the time permitted, or is dissatisfied with the action taken, or does not receive confirmation that action has been taken to his satisfaction, then a further report on the matter may be issued.

11. Equalities Implications

- 11.1 There are no specific equalities implications.

12. Background

- 12.1 The attached investigation report was issued on 24 July 2008, following the investigation by the Local Government Ombudsman of a complaint against the Council. The investigation involved an examination of documents and interviews with relevant Council officers.
- 12.2 The solicitors for 'Ms David' complained that the Council wrongly failed to take a fresh homelessness application from their client, or to offer her housing assistance or interim accommodation, when she and her two month old child presented as homeless at the Council offices in January 2005. The complaint was upheld for the reasons given in the investigation report.
- 12.3 The Council argued that because it had previously found that 'Ms David' was not homeless when she applied as such in 2004, it was not under an immediate duty to offer her temporary accommodation in 2005, notwithstanding the fact that officers had accepted an application from her. On the contrary, it was considered appropriate to first make some limited preliminary enquiries to establish whether there was reason to believe that she was homeless on this occasion. Officers considered this an appropriate step given the doubts over whether Ms David was in fact telling the truth about her homelessness when she applied in 2004.
- 12.4 The Ombudsman ruled that, notwithstanding the fact that it was not his role to tell the Council how to interpret the legislation, he nevertheless considered that it would have been good practice for the Council to have acknowledged the fact that establishing a reason to believe that Ms David was homeless in 2005 was a relatively low test, and so should have provided temporary accommodation at the point of application without further enquiry. He then went on to find maladministration on the grounds of a lack of clarity in the terminology that officers had used in processing the application, coupled with inadequate record keeping, especially in relation to decisions made.

12.5 The Local Government Ombudsman recommends that the Council:

- pay Ms David £250 compensation for her time and trouble in pursuing the complaint
- review the guidance to officers on the issues raised by the complaint in the light of the 2006 Code of Guidance, and
- address any training needs, particularly in relation to the importance of clear and accurate record keeping.

13. Comments of Assistant Director of Strategic & Community Housing

13.1 Despite my concerns about the adequacy of the Homelessness Service's record keeping at the time of Ms David's application in January 2005, I am satisfied that the Council's interpretation of the homelessness legislation was reasonable, a view shared by Counsel.

13.2 The 'reason to believe' threshold is, indeed, low. However, given the existence of a threshold, it is reasonable for local authorities to make limited enquiries to establish that an applicant is homeless, rather than to simply rely on the applicant's unsubstantiated claims.

13.3 Contrary to the Ombudsman's interpretation of the legislation, a local authority's acceptance of a homelessness application does not, in itself, infer acceptance of homelessness or a duty to provide accommodation. In a minority of instances, an applicant or their advocate will insist that a homelessness application is completed in order to secure the right to appeal an unfavourable homelessness decision.

13.4 Even though it is not the role of the Ombudsman to offer a definitive legal interpretation of the homelessness legislation or to question the Council's reasonable interpretation of that legislation, I propose that the Council pays Mrs David the £250 compensation recommended by the Ombudsman, undertakes a review of the guidance provided for officers, and addresses any training needs in respect of record keeping.

13.5 In order to address the concerns raised by the Ombudsman, priority will now be given to establishing applicants' circumstances on the day they claim to be homeless and, where the Council has reason to believe that they are not homeless, a 'not homeless' decision will be issued on the day that homelessness is claimed. This will obviate the need for unnecessary placements in temporary accommodation.

14. Conclusion

14.1 Officers propose that the Local Government Ombudsman's recommendations be agreed.

15. Appendix

15.1 The Local Government Ombudsman's investigation report is appended.

Report

on an investigation into
complaint no 06/A/12508 against
London Borough of Haringey

24 July 2008

Millbank Tower Millbank London SW1P 4QP

**Investigation into complaint no 06/A/12508
against London Borough of Haringey**

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Key to names used

Ms David	The complainant
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Report summary

The complainant complained that the Council wrongly failed to accept a fresh homelessness application from her, or to offer her housing assistance or interim accommodation, when she and her baby presented as homeless at the Council's offices in January 2005, saying that she had been denied access to the property where she had been staying, but where she had no right of occupation.

The Ombudsman considered that the complaint raised significant issues about councils' interpretation of Sections 183, 184 and 188 of the Housing Act 1996.

The Council accepted a homelessness application from the complainant even though it doubted that she was homeless further to previous applications that she had made. It then undertook preliminary 'enquiries' before it decided that it had reason to believe that she was or might be homeless and carried out enquiries under Section 184. It did not offer her Section 188 interim accommodation until ten days after she presented as homeless. The Council subsequently accepted her as homeless and offered her accommodation that she accepted. In the meantime the complainant and her young baby stayed with various friends.

The Ombudsman was concerned that the Council had made reference to its need to satisfy itself that it had reason to believe that the complainant was genuinely homeless before it considered whether it needed to secure interim accommodation for her. Councils' duties under Sections 184 and 188 – that is, to make enquiries, and to secure that suitable accommodation is available for the person – are triggered by the relatively low threshold test of whether there is reason to believe that an applicant is or "may be" homeless (among other things).

Although it was not his role to offer a definitive legal interpretation of the homelessness legislation or to question the Council's reasonable interpretation of that legislation, the Ombudsman found that there was a lack of clarity in the terminology that the Council had used in dealing with this case, and a lack of clear records, especially records of what decisions were being taken, when, or under which provisions of the Housing Act. He concluded that these failings amounted to maladministration.

The Ombudsman concluded that the complainant had sustained an injustice in terms of the time and trouble to which she had been put in pursuing her complaint.

The Ombudsman recommended that the Council should pay the complainant £250; should review its guidance to officers on the issues raised by the complaint in the light of the Homelessness Code of Guidance 2006; and should address any training needs, particularly in respect of clear and accurate record keeping.

Introduction

1. Ms David's solicitors complain that the Council wrongly failed to take a fresh homelessness application from their client, or to offer her housing assistance or interim accommodation, when she and her two month old child presented as homeless at the Council's offices in January 2005.
2. The law generally requires me to report without naming or identifying the complainant or other individuals.¹ The names used in this report are therefore not the real names.

Legal and Administrative Background

3. Section 183(1) of the Housing Act 1996 states that "The following provisions of this Part [Part 7 of the Act] apply where a person applies to a local housing authority for accommodation, or for assistance in obtaining accommodation, and the authority have reason to believe that he is or may be homeless or threatened with homelessness."
4. Section 184(1) of the Act states that "If the local housing authority have reason to believe that an applicant may be homeless or threatened with homelessness, they shall make such inquiries as are necessary to satisfy themselves (a) whether he is eligible for assistance, and (b) if so, whether any duty, and if so what duty, is owed to him under the following provisions of this Part."
5. Section 188(1) of the Act states that "If the local housing authority have reason to believe that an applicant may be homeless, eligible for assistance and have a priority need, they shall secure that accommodation is available for his occupation pending a decision as to the duty (if any) owed to him under the following provisions of this Part."
6. Section 206(1) of the Act states that "A local housing authority may discharge their housing functions under this Part only in the following ways: (a) by securing that suitable accommodation provided by them is available, (b) by securing that he obtains suitable accommodation from some other person, or (c) by giving him such advice and assistance as will secure that suitable accommodation is available from some other person."
7. At the relevant time Section 210(1) of the Act stated that "In determining for the purposes of this Part whether accommodation is suitable for a person, the local

¹ Local Government Act 1974, Section 30(3)

housing authority shall have regard to Parts IX, X and XI of the Housing Act 1985 (slum clearance; overcrowding; houses in multiple occupation).”²

8. Under Section 175 of the Act, a person is homeless if he or she has no accommodation in the UK or elsewhere which is available for his or her occupation and which he or she has a legal right to occupy. Section 175(2) states that a person is homeless if he has accommodation which he occupies or is entitled to occupy, and which is available for his occupation, and which it is reasonable to continue to occupy, but he cannot secure entry to it.
9. Section 182(1) of the Act states: “In the exercise of their functions relating to homelessness and the prevention of homelessness, a local housing authority or social services authority shall have regard to such guidance as may from time to time be given by the Secretary of State.”
10. Paragraph 3.2 of the Homelessness Code of Guidance 2002³, which was in force at the time of the events of this complaint, states that “When first considering an application, the housing authority will need to decide if they have reason to believe that the applicant may be eligible, homeless and have a priority need, even before they have completed their inquiries. If the applicant meets these criteria, the housing authority have an immediate duty under s.188 to ensure that suitable accommodation is available until they make their decision on the homelessness case.”
11. Paragraph 3.10 of the 2002 Code states that, “Where, under s.184, a housing authority have reason to believe that an applicant may be homeless or threatened with homelessness, they must make inquiries to satisfy themselves whether the applicant is eligible for assistance and homeless, or threatened with homelessness.” Paragraph 3.12 states that “The obligation to make inquiries, and satisfy themselves whether a duty is owed, rests with the housing authority and it is not for applicants to “prove their case”. The nature and scope of inquiries will vary in individual cases, but they should be carried out as quickly as possible.
12. Paragraph 4.1 of the 2002 Code states that “An interim duty to secure that accommodation becomes available for an applicant and his or her household can arise immediately on consideration of an application – before a housing authority has completed its inquiries. Under s.188(1), where a housing authority have reason to believe that an applicant may: i) be homeless; ii) be eligible for assistance, and

² From April 2006 Section 210(1) of the Act reads “In determining for the purposes of this Part whether accommodation is suitable for a person, the local housing authority shall have regard to Parts 9 and 10 of the Housing Act 1985 (slum clearance and overcrowding) and Parts 1 to 4 of the Housing Act 2004.”

³ Homelessness Code of Guidance for Local Authorities, Office of the Deputy Prime Minister, July 2002

iii) have a priority need for accommodation, they must secure that accommodation is available.”

13. Paragraph 12.1 of the 2002 Code states that “Section 206 provides that housing authorities may discharge their functions to secure that accommodation is available for applicants in one of three ways. [See paragraph 6 above] In all cases the accommodation secured for the applicant must be suitable. This applies in respect of all powers and duties to secure accommodation under Part 7, including interim duties such as those under s.188(1) and s.200(1).”
14. Paragraph 7.3 of the Homelessness Code of Guidance 2006⁴, which concerns the interim duty to accommodate, states “The threshold for the duty is low as the local authority only has to have a reason to believe that the applicant *may* be homeless, eligible for assistance and have a priority need. (See paragraph 6.5 for guidance on the “reason to believe” test.)” (Emphasis from the Code of Guidance.)
15. Paragraph 6.5 of the 2006 Code states that “If a housing authority has reason to believe that an applicant may be eligible for assistance, homeless and have a priority need, the authority will have an immediate duty under s.188 to ensure that suitable accommodation is available for the applicant ... Authorities are reminded that ‘having reason to believe’ is a lower test than ‘being satisfied’.”
16. Paragraph 6.12 of the Code states that “Under S.184, where a housing authority has reason to believe that an applicant may be homeless or threatened with homelessness, it must make inquiries to satisfy itself whether the applicant is eligible for assistance and, if so, whether any duty and if so what duty is owed to him or her under Part 7. In order to determine this, the authority will need to establish whether the applicant is homeless or threatened with homelessness ...”
17. Paragraph 6.16 of the Code states that “Housing authorities should deal with inquiries as quickly as possible ... Housing authorities are obliged to begin inquiries as soon as they have reason to believe than an applicant may be homeless or threatened with homelessness and should aim to carry out an initial interview and preliminary assessment on the day an application is received. An early assessment will be vital to determine whether the housing authority has an immediate duty to secure accommodation under s.188”.
18. The Court of Appeal in *Rikah Begum –v- Tower Hamlets LBC* (2005) HLR 34 (applying the earlier House of Lords decision in *R –v- Harrow LBC ex p Fahia* [1998] WLR 1396) decided that, if an authority has reason to believe an applicant is homeless, it must accept the application and make necessary enquiries. The authority has reason to believe an applicant is homeless if the application is not based on exactly the same facts as the previous application. It also found that the

⁴ Homelessness Code of Guidance for Local Authorities, Department for Communities and Local Government, July 2006

test of whether there had been a 'relevant change of circumstances from those that existed at the time of the previous application' was not an appropriate test.

Investigation

19. My investigator has made written enquiries with the Council about Ms David's complaint. I have also discussed some of the issues highlighted by the complaint direct with a senior officer of the Council. We invited the complainant and Council to comment on two drafts of this report before the conclusions were added. I have taken account of their comments in preparing the final text and reaching my conclusions.

The Main Events of the Complaint

20. Ms David presented as homeless at the Council's offices on 11 January 2005. She had previously made homelessness applications, but the Council had not accepted that she was homeless. On 10 January 2005 she says she was physically excluded from the property where she had resided with her two month old son. She says that she went to the Council's Housing Department for help on that day, but was told that she should return to the property. The Council has no record of this visit. On that evening she was placed in emergency overnight accommodation by Social Services.
21. When Ms David presented as homeless on 11 January an officer initially told her that it would not accept a fresh homelessness application from her, on the grounds that there had been no significant change of circumstances since her previous application in November 2004. But the Council then reversed this decision while Ms David was still at its offices, and took a fresh application from her. The Council did not offer her interim accommodation. The Council says the record keeping is so poor that it cannot be sure whether any further action was taken before the caseworker telephoned Ms David on 2 February and obtained a new address from her.
22. On 20 January 2005 Ms David's solicitors wrote to the Council saying that their client had been staying with a friend for a few days, but that she needed to leave; she hoped to be able to stay temporarily with another friend but, if that proved impossible, she and her baby would be street homeless. The solicitors asked the Council to provide interim accommodation for Ms David.
23. On 21 January the Council confirmed that Ms David's new application that had been opened on 11 January "is currently being investigated". It invited Ms David

to apply for Section 188 interim accommodation "if she genuinely has nowhere else to stay". Her solicitors say that their client was so upset at the way she had been treated that she declined interim accommodation and chose to remain with a friend. Ms David had provided a temporary forwarding address, but then moved from that address to a series of other temporary addresses with friends and acquaintances. (On 14 February her solicitors wrote to the Council pointing out that she had had to keep moving from one temporary address to another because she was homeless and had not been offered interim accommodation.) The Council made attempts to trace her by telephoning her and by carrying out home visits. The Council eventually found her in occupation at one address on 15 February. On 16 February the Council issued a decision under Section 184 of the Housing Act 1996 confirming that it accepted a duty under Section 193 to ensure that accommodation would be available to Ms David. The Council also offered her temporary accommodation.

24. In a letter to Ms David's solicitors dated 27 April 2006 the Council disputed that it had refused to take an application from her on 11 January 2005: "This is not so. We did open an application and started investigations on that date." The Council accepted that the caseworker had been in two minds whether to open the case again, and had asked for advice from his managers; this indecision might have come across to Ms David as refusal to take an application. The Council added "Section 188 obliges a local authority to provide accommodation where there is "reason to believe" that a person is homeless. Due to the difficulties with past applications we had reason to doubt rather than believe that she was genuinely homeless when she re-applied on 11 January 2005." After a series of failed home visits, Ms David had eventually been tracked down on 15 February 2005 "and at this point the council accepted a Section 193 duty." The Council made her an offer of accommodation in discharge of its duty on 15 March 2005, which she accepted.

My Office's Enquiries with the Council

25. My investigator questioned why the Council had accepted an application from Ms David on 11 January 2005 when it clearly doubted that she was or might be homeless. Accepting the application seemed to imply that the Council agreed that she might be homeless, since Section 183 of the Act provides that the subsequent provisions of that Part of the Act apply "where a person applies ... and the authority have reason to believe" that the person may be homeless. The two parts of Section 183 together, when fulfilled, then trigger the duty to make enquiries under Section 184, and to secure that suitable accommodation is available, if appropriate, under Section 188.
26. My investigator asked whether the Council had wrongly deferred consideration of its duty to secure the availability of interim accommodation for Ms David under Section 188. That duty is triggered if an authority has "reason to believe that

an applicant *may* be homeless, eligible ... and have a priority need". The Council appeared to have wished to satisfy itself, by making Section 184 inquiries, that Ms David *was* homeless before offering her interim accommodation. My investigator put the view to the Council that, when Ms David presented as homeless with her baby on 11 January, having spent the previous night in a Social Services emergency hostel apparently having been barred from entering her former home, there would have been reason to believe that she might be homeless and, in those circumstances, the low threshold for triggering the Council's Section 188 duty had been crossed.

The Council's Response to my Office's Enquiries

27. The Council told my investigator that "The opening of a new homelessness application on 11 January 2005 does not imply necessarily that the council has *reason to believe* that she was homeless. It only indicates that she said she was homeless and we accepted a need to investigate ... We had good reason to doubt [Ms David's] assertion that she had been made homeless from [her address] or had, in fact ever lived there." The Council had previously sent correspondence to her and to her solicitors "which set out clearly our reasons for doubt and suspicion that we were dealing with a false application." The Council said "It would not have been reasonable to give [Ms David] temporary accommodation on 11 January 2005 as she was not claiming to have nowhere to stay and we had to be able to track her down to one of her transient addresses in order to be reasonably confident that she was, in fact, homeless." The Council also said that "At the end of the day we were obliged to give the applicant the benefit of the doubt as we do not have the resources for surveillance."
28. Because the Council had previously found Ms David not homeless (in 2004), it did not consider that, when she re-presented as homeless in January 2005, it could say that it had reason to believe that she was homeless without further investigation.
29. The Council agrees that the two parts of Section 183(1) must be fulfilled before its Section 184 duty to make inquiries is engaged: the Council had to be satisfied both that Ms David had 'applied', and that there was "reason to believe that she was homeless" before the Section 184 duty arose. But the taking of an application from Ms David was not contingent on the Council 'having reason to believe', and it did not therefore automatically trigger a duty to provide her with interim accommodation under Section 188. The Council had not believed Ms David because she had not given correct information in the past. It therefore felt obliged to carry out inquiries to satisfy itself that it had 'reason to believe' that she was homeless. Once it had so satisfied itself, it had offered her Section 188 interim accommodation while it completed its Section 184 inquiries.
30. The Council says that its Section 188 duty is to secure that accommodation is available for occupation. In Ms David's case, as at 11 January 2005, the Council

believed that accommodation was available for her at several different addresses. Once it was “reasonably satisfied that accommodation was *not* available”, it had satisfied the Section 188 duty by providing accommodation. It was common practice for authorities to establish that someone could stay at a certain address pending a home visit for verification purposes.

31. The Council has told me that it considers “that to accept an application under Part VII of the Housing Act is not necessarily equivalent to “having reason to believe” that a person is homeless. There are circumstances in which a local authority should quite properly make further inquiries to satisfy itself that it has reason to believe that a person is genuinely homeless before committing public money to provision of accommodation.”
32. The Council took advice from leading Counsel on the issues raised by this complaint. Counsel advised that the Council did not get the law wrong. It had taken a bona fide and tenable view of the law. It had been bound to accept Ms David’s application on 11 January 2005 even though it doubted whether she was homeless. The Council had to answer the question whether there was reason to believe that she might be homeless in a sufficiently informed way. If there was doubt, it had to make some enquiry in order to determine whether or not there was ‘reason to believe’ she might be homeless. Once there was a genuine and effective application, *and* once the Council was ‘satisfied’ that the applicant was or might be homeless, the operative part of Section 183 was engaged, and the subsequent provisions [such as Section 184 inquiries, and Section 188 interim accommodation] became effective.
33. Counsel concluded that the Section 188 duty to provide interim accommodation applies only if Sections 183 and 184 are engaged, and the Council has reason to believe that the applicant may be homeless. Section 188 does not apply merely on the basis that there is an application. Because in this case the Council did not have immediate reason to believe that Ms David might be homeless, it was entitled, if not bound, to make some limited enquiry (not necessarily excluding home visits) before embarking upon Section 184 inquiries and becoming subject to the Section 188 duty.
34. Counsel further advised the Council on the scope of any limited enquiries that it should make under Section 183 to determine if there was ‘reason to believe’ that the applicant might be homeless. Counsel advised that some preliminary enquiry may be made. Given that this goes only to the low threshold of whether the applicant may be homeless or threatened with homelessness and must not be pursued beyond the point, if reached, that it is or should be accepted that the applicant may be homeless, the preliminary enquiry will necessarily be limited. If it is not readily apparent that the applicant is plainly neither homeless nor threatened

with homelessness, then the provisions following Section 183 would apply. Other than that, what is permissible by way of preliminary enquiry is inevitably a matter of degree in the circumstances of the particular case. In general, preliminary enquiries will not be appropriate at all and, when they are, they should rarely be more than minimal.

The Complainant's Solicitor's View

35. In commenting on the Council's response to my investigator's enquiries, Ms David's solicitors gave their view that, if the Council had "accepted a need to investigate" their client's case, then interim accommodation should have been provided under Section 188, on the grounds that there was a very low threshold before the provisions of the Act were triggered. The solicitors also disputed that there was any factual basis upon which to suspect that their client had made a 'false' application. Ms David had had no accommodation that she had a right to occupy, so she was homeless. It was not unusual for a homeless applicant to stay at a variety of different addresses. Ms David disputes that she gave the Council false information. Her circumstances in the flat from which she became homeless had been very awkward, and she had to spend much time away from the property to avoid conflict. She says she had attended interviews when asked, and made numerous calls to the Council, even though this was difficult and she was on a limited income.
36. In their comments on the draft facts of this report, the solicitors expressed the view that the Council is misguided to say that it must be "reasonably satisfied" that accommodation was not available for Ms David (see paragraph 30) or that it must make further enquiries "to satisfy itself that it has reason to believe that a person is genuinely homeless" (see paragraph 31). The test requires only a 'belief', not that the Council must be 'satisfied'; and it only requires considering if the person 'may be' homeless, not whether he or she is 'genuinely homeless'. The solicitors referred to the Court judgement in *R (Aweys and others) –v- Birmingham City Council* [2007] EWHC 52 (Admin), where the Judge held that the threshold for the duty to make enquiries (under Section 184) is low, and that in most cases the making of an application of itself would mean that it would be difficult if not impossible for the council not to believe that the applicant might be homeless.

The Council's Response to the Draft Facts of this Report

37. The Council has given its view that the homelessness legislation gives people adequate protection through the review and appeal processes, and that it is necessary to take into account custom and practice in councils' administration of

the legislation. Councils are under pressure to accept applications even where they have reason to believe the person is not homeless, since acceptance confers a legal obligation to determine the application and consider requests for interim accommodation and storage of the person's belongings. The Council says it is considered good practice to accept applications from those who regard themselves as unintentionally homeless and in priority need, and who are prepared to pursue their application through to appeal (but see paragraph 51).

38. The Council maintains its view that accepting a homelessness application does not mean that it accepts that there is reason to believe that the person may be homeless. In Ms David's case, although she had spent a night in emergency accommodation (see paragraph 20), which might normally have given "reason to believe that she was homeless", she had previously given inaccurate information, and there were grounds to suspect that she might be making a false application; someone's willingness to spend time in temporary accommodation does not mean that he or she is homeless. In the particular and exceptional circumstances of Ms David's case the Council was justified in its view that it did not have reason to believe that she was homeless.
39. The Council disputes that it applied the wrong tests or that it was confused about its statutory duties; it interpreted the law in a permissible way. Section 183 did not exclude 'preliminary enquiries', and the threshold for triggering duties under Sections 184 and 188 was low but not non-existent. In this case officers considered that, in view of previous contradictory information, 'light touch' enquiries were necessary to help them take an informed view of whether there was 'reason to believe' before agreeing temporary accommodation. These preliminary enquiries were to establish where Ms David was living, and where her belongings were. The absence of file notes does not mean that officers were unclear what they were doing, and it would be unusual to find detailed legal analysis where a decision has been taken in the applicant's favour.
40. The Council disputes that taking an application from Ms David on 11 January 2005 committed officers to providing her with temporary accommodation. Its duty under Section 188 was to secure that accommodation was available for her, which officers did by satisfying themselves that she had temporary access to accommodation (with a friend) on that day. The solicitors acting for her at that time had not compelled the Council to provide temporary accommodation as they could have done. It would be wrong to suggest that accommodation was only eventually provided for Ms David because her subsequent solicitor became involved (see paragraph 22). If accepting an application automatically triggers a Section 188 duty which can only be satisfied by providing temporary accommodation, councils could be criticised for undertaking home visits to verify applicants' claim to be homeless. Tenants and home owners claiming homelessness on overcrowding grounds could also demand temporary accommodation pending investigation of their applications. The Council has commented that, when offered temporary accommodation only ten

days after her initial approach, Ms David had declined this. Her need for Section 188 accommodation therefore seemed to have been very short-lived.

Conclusion

41. Ms David's complaint has highlighted important issues relating to the way in which the Council has administered its duties under Sections 183, 184 and 188 of the Housing Act 1996. These are likely to be of interest to other councils, to lawyers, and to those applying to councils for assistance under the homelessness legislation.
42. The Council believes that it was entitled to open a homelessness application for Ms David on 11 January 2005, and then to make reasonable, limited, preliminary enquiries to enable it to decide whether there was reason to believe that she was homeless. The Council says that it had good reason to doubt that she was homeless. So the Council effectively accepted the application without having reason to believe that Ms David may be homeless. It then made 'enquiries' under Section 183, rather than Section 184 enquiries, to satisfy itself that she was indeed homeless.
43. On 11 January 2005 Ms David presented herself and her young baby as homeless, saying that she had been physically excluded from her accommodation, and that they had had to stay in an emergency hostel the previous night. On that basis, it might reasonably be expected that there was sufficient 'reason to believe' that she 'may be homeless or threatened with homelessness'. If that was the case, then the Council had a duty to commence Section 184 enquiries, and to secure that suitable accommodation was available for her under Section 188 until it made a decision on her application.
44. The Council suggests that it gave Ms David the benefit of the doubt by taking her application even though it did not believe that she was homeless. It has since obtained clear legal advice that it was entitled to make some limited preliminary enquiries before concluding that there was reason to believe that she might be homeless. It is the case that Section 183 does not explicitly prohibit preliminary 'enquiries', even though there is no express provision for them to be made. What is clear, however, is that Section 183 only requires that 'the authority have reason to believe that [the applicant]... is or may be homeless or threatened with homelessness' for Sections 184 and 188 (and the other provisions under this Part of the Act) to apply.
45. The Council invited Ms David to apply for interim accommodation on 21 January 2005, telling her solicitor that her new application was "currently being investigated". This implies that the Council was, at that time, making Section 184 enquiries. But it is unclear from the Council's records at what point the limited

preliminary enquiries to decide if there was reason to believe she might be homeless had become Section 184 enquiries to decide if she was eligible for assistance, and what duty was owed to her. Although the Council has emphasised that it needed to establish that she was homeless by tracking her down to one of her temporary addresses, I note that, in the event, the Council offered interim accommodation before it had succeeded in visiting her at one of those addresses on 15 February.

46. The Council has, at various times during its correspondence with Ms David's solicitor and with my office, referred to the need to determine that there was reason to believe that she was homeless, and to its duty to provide Section 188 accommodation only where there was reason to believe that a person was homeless. Sections 184 and 188 of the Act refer only to the need for authorities to have reason to believe that an applicant *may be* homeless. This is a crucial distinction, and it is of concern that the Council has confused the two tests. Establishing whether a person is actually homeless is part of the purpose of Section 184 enquiries: in line with Paragraph 3.10 of the 2002 Code of Guidance (and Paragraph 6.12 of the 2006 Code) (see Paragraphs 11 and 16), it is only when Section 184 has been engaged that the authority must make inquiries to satisfy itself whether the applicant *is* homeless or threatened with homelessness. It is therefore of concern that the Council believes that it needs "to satisfy itself that it has reason to believe that a person *is genuinely homeless*" [my italics] before considering whether it needs to secure interim accommodation for him or her (see paragraph 31). The test that it should have applied involved a lower threshold for the applicant to meet.
47. In trying to anticipate the decisions that it would need to make if it decided to commence Section 184 enquiries, the Council appears to have sought to engage Section 175 – that is, to decide if accommodation was available to Ms David or whether she was homeless – at the point when she presented as homeless.
48. The Council's initial response to Ms David's presentation as homeless was to refuse to accept her application on the basis of its view that there had been 'no relevant change of circumstances from those that existed at the time of her previous application'. It should instead have considered whether the application was 'based on exactly the same facts' as the previous application (see paragraph 18).
49. The Council took a series of decisions in Ms David's case: to decline to accept an application from her; to accept an application from her; to make preliminary enquiries under Section 183 to reach the point of deciding whether there was reason to believe that she might be homeless; to commence Section 184 enquiries to decide whether she was homeless and eligible for assistance; and to consider whether it needed to secure that interim accommodation was available to her under Section 188. But the Council's records are unclear, and do not explain what

decisions officers were taking, or thought they were taking, at any particular point. Good practice would require a clear record of each decision and the reason for it, especially in a case which the Council itself describes as exceptional. In particular, there should have been a clear record of when the Council took the significant decision that it had established that there was reason to believe that Ms David may be homeless, since its duty to secure that suitable accommodation was available to her would have arisen immediately at that point.

50. I acknowledge that councils are under considerable pressure to accept homelessness applications from people, some of whom may be found not to be homeless at all during the course of Section 184 enquiries. I acknowledge that councils do accept applications in circumstances where they do not have 'reason to believe' the applicant is or may be homeless. But the law is quite clear that, once an application is accepted and 'reason to believe' is established (whether it is established immediately or following limited preliminary enquiries), various duties are triggered, including the immediate duty to provide interim accommodation if that is the only way of securing that suitable accommodation is available for the person.
51. I have to add my concern at the suggestion that an applicant's willingness to pursue an application through to appeal (see paragraph 37) could or should be a relevant factor in accepting an application. The Council did not seek to amend this reference when it was provided with a draft of this report but now says that it places no such filter on applications.
52. I understand the Council's concern that it should not be expected automatically to offer all applicants interim accommodation pending investigation of their applications. I am not saying that it should. Its duty under Section 188 is to secure that suitable accommodation is available to the applicant. In many cases this will involve arranging and providing interim accommodation.
53. It is not my role to offer a definitive legal interpretation of the homelessness legislation, or to question the Council's reasonable interpretation of that legislation. Its view on its powers to make limited preliminary enquiries under Section 183, in particular, has been supported by Counsel's advice. But I would consider it good practice for councils to abide by the relatively low threshold test of "reason to believe" when considering their duties under Sections 184 and 188, rather than seeking to establish actual homelessness. That is, where an application is made and there is reason to believe the person may be homeless, for councils promptly to consider whether they need to commence inquiries under Section 184 and, in particular, to decide without delay whether there is a need to secure that suitable accommodation is available.
54. However the Council interpreted its duties under the Housing Act 1996, it should be able to demonstrate how and why it made the decisions it did in Ms David's case. I

have concluded that the lack of clarity in the terminology that the Council has used in dealing with this case, and its lack of clear records, particularly records of what decisions were being taken and under which provisions of the Act, amount to maladministration. I am not persuaded that this caused substantive injustice to Ms David, who declined to accept interim accommodation when it was offered to her, and who was subsequently offered accommodation in discharge of the full housing duty that the Council accepted on 16 February 2005. But I consider that she suffered some injustice in terms of the time and trouble involved in pursuing her complaint with me, and I recommend that the Council should remedy this by paying her the sum of £250. I also recommend that the Council should review its guidance to its officers on the issues raised by this complaint, in the light of the guidance offered by the current (2006) Code of Guidance, and address any training needs, particularly in relation to the importance of clear and accurate record keeping.

**Tony Redmond
Local Government Ombudsman
Millbank Tower
Millbank
LONDON SW1P 4QP**

24 July 2008

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Haringey Council

[No.]

Agenda item:

General Purposes Committee		On 29 th Sept. 2008
Report Title: People Strategy for Haringey Council 2008-2016		
Forward Plan reference number (if applicable):		
Report of: Assistant Chief Executive: People and Organisational Development		
Wards(s) affected: N/A	Report for: Decision	
<p>1. Purpose</p> <p>1.1 This report seeks GP Committee's approval to the People Strategy 2008-16 and its Action Plan.</p> <p>2. The People Strategy sets out our vision for the development of our workforce and the organisation. The strategy builds on the results of the organisational and people management activities and plans of the last five years. It is designed to build on these achievements and ensure that we continue to manage, develop and deploy our workforce to best effect.</p>		
<p>3. Introduction by Cabinet Member.</p> <p>This report represents a review of the current Pay and Workforce Plan and HR Strategy and the various development plans that the council has operated. It recognises that our staff are our most valuable asset and is designed to make the best use of our staffing resources. I recommend this strategy to General Purposes Committee for approval.</p>		
<p>4. Recommendations</p> <p>4.1 CEMB are asked to:</p> <ul style="list-style-type: none"> • Agree the vision and People Strategy set out in this report • Agree the Action Plan for delivering the People Strategy • Monitor the implementation of the Action Plan every six months 		
<p>Report Authorised by: Stuart Young, Assistant Chief Executive, People and Organisational Development</p> <p><i>Stuart Young</i></p>		
Contact Officer: Philippa Morris, Corporate Head of Organisational Development (ext. 7630)		
<p>5. Chief Financial Officer Comments</p> <p>5.1 The Chief Financial Officer has been consulted on the contents of this report and notes that the cost of delivering the strategy is expected to be met from within existing cash limits.</p> <p>5.2 The successful delivery of the strategy will support achievement of efficiency targets associated with a number of other programmes and strategies some of which are outlined in paragraph 9.</p>		

6. 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.

7. Local Government (Access to Information) Act 1985

6. EXECUTIVE SUMMARY

6.1 The People Strategy is designed to:

- ensure that the council makes best use of its people in order to deliver the Community Strategy and Council Plan and improve its overall performance.
- bring together and/or replace a number of time-expired strategies (e.g. the HR, Pay and Workforce, OD and Internal Communication strategies)
- drive the yearly People Planning process.

6.2 The strategy was developed over a six month period. Over 250 managers and staff – through focus groups, questionnaires and interviews – contributed to its development. The People Strategy project team also researched and analysed changes and trends affecting the local government workforce nationally, within London and as an organisation.

6.3 The strategy is intended 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 / OD
- Employee engagement and changing models of service delivery

6.4 The overall vision for the People Strategy is: One **Council** – Success through People
The strategy sets out a package of measures the aim of which is to:

1. enhance the adaptability, flexibility, diversity and responsiveness of our workforce
2. develop pathways into employment for identified sections of the local community in partnership with key stakeholders and partners
3. maintain an organisational culture of learning and success driven by our values of service, integrity, improvement, passion and working together as one council
4. enhance our people management policies, frameworks and tools to manage and sustain first-rate people and service performance

The strategy has been developed using seven themes to focus our priorities, inform where activity is best concentrated and to generate detailed action plans:

- Leadership
- Innovation
- Collaboration
- Ways of Working
- Great Place to Work
- Excellent People Management and Development
- Workforce planning, mapping and shaping

Appendix A: People Strategy main document

Appendix B: People Strategy Action Plans

Appendix C: high level map of how the strategy fits together.

Appendix D: People and OD Scorecard

Appendix E: Context and consultation informing the people strategy

7 Analysis

Haringey's People Strategy 2008-16

7.1 INTRODUCTION

Haringey Council is a large complex organisation. We employ over 7,000 employees and deliver more than 700 services to the people who live and work in the borough. We are the largest employer in the borough, and some 46 per cent of our employees are Haringey residents.

The Local Futures *State of the Borough Report 2007* suggests that Haringey faces many opportunities and many challenges.

The opportunities are great. Haringey Council has a large, diverse workforce committed to delivering outstanding services to the communities and public we serve. Our staff are proud of the work they do, proud to be part of an organisation ranked as a 3 star council and considered by 70 per cent of our residents as 'doing a good job'. Our employees are creative, experienced and motivated.

The challenges are wide-ranging. The pace of change in Haringey is fast and proactively managed. The details of how we are leading this change and delivering on our ambitions are outlined in Haringey's Community Strategy and the Council Plan. Service business plans and our major cross cutting strategies and programmes make clear the finer details.

The People Strategy is central to our plans for how we take the organisation forward. It sets out the Council's intentions for the development of the organisation and its individual employees over the next eight years. The delivery and sustaining of excellent, efficient and cost effective services is central to every aspect of the strategy.

The People Strategy will change over time because of external influences, changes in political priorities, workforce demographics and stakeholders' views. It will provide a framework upon which to achieve our immediate & long term people management aims, ensuring we deliver the best services to all of our communities. Our longer term ambition is to share, update and implement the People Strategy with our key stakeholders and partners.

8 THE PEOPLE STRATEGY

8.1 The Aim

The People Strategy sets out our vision for our workforce: it outlines how the council plans to maintain and develop the workforce and the organisational culture we need to live our values and deliver the council's vision and priorities.

8.2 Haringey Council and its workforce: current position.

Over the last five years the organisation has made enormous progress in improving the efficiency, effectiveness and performance of the services it delivers. Government inspectors now rate the council as a three star authority - and satisfaction with council services continues to increase. According to the results of the latest annual residents' survey the council is performing better than the London average in many areas with:

- 70 per cent of respondents saying the council is doing a good job and making the borough a better place to live, compared to London figures of 67 per cent and 64 per cent.
- 74 per cent saying the council keeps them informed, up seven per cent, and 10 per cent better than the figure for London.
- 58 per cent saying the council is efficient and well run, up 10 per cent and that 80 per cent of residents agree that Haringey is a place where people of different backgrounds get on well together.

The Haringey workforce is characterised by a commitment and enthusiasm for providing excellent services to the people of the borough.

Our workforce comprises both highly skilled (NVQ level 4 and above) and poorly skilled workers (below NVQ level 2). The turnover rate is 14.5 percent; 47.5 percent of the workforce works part time; 44 percent of the workforce is aged 45 and above; and 73 percent of the workforce is female.

The 2007 Investors in People (IiP) assessment found that staff feel well informed of what is going on and 'included in the decision-making process of how they and their team could achieve better performance'. The IiP assessor also found an:

- exceptionally strong culture of learning and development throughout all parts of the Council - irrespective of whether people are in a relatively senior management position or relatively junior members of the team.
- a strong focus on providing excellent service to customers .. and truly embedded within the culture of the Council
- a good understanding of the Council's key priorities
- and a constructive relationship between the Council and the union representatives.

8.3 Where do we need to be?

As an organisation the government and our tax payers expect us to do more with less and continue to improve the efficiency and effectiveness of the services we provide. We need to respond appropriately to rising customer and citizen expectations –and be fully aware of how the services we deliver are perceived. We need to continue working with our partners to integrate services around citizens' needs and preferences. We are charged by government to be community leaders, place-shapers and strategic leaders.

We cannot deliver on our priorities without the right direction, workforce or resources in place. We need, as a council, to continue to deliver whole organisation change and service improvement and ensure that there is clarity, consistency and co-ordination of our staff engagement and communication activities. We need to continue to maximise the benefits of having a committed, capable and skilled workforce.

Over 250 managers and staff at all levels and from all parts of the organisation were consulted for their views about Haringey council's organisational and workforce strengths – and areas where change and development are most needed. This consultation was set against analysis of changes and trends affecting the local government workforce nationally, within London and as an organisation.

8.4 How do we plan to meet the Challenges ahead?

In order to meet the challenges ahead and deliver both our council and community strategy priorities we plan to achieve four major outcomes over the next eight years.

8.4.1 We will:

- enhance the adaptability, flexibility, diversity and responsiveness of our workforce
- develop pathways into employment for identified sections of the local community in partnership with key stakeholders and partners
- maintain an organisational culture of learning and success driven by our values of service, integrity, improvement, passion and working together as one council
- enhance our people management policies, frameworks and tools to manage and sustain first-rate people and service performance

8.4.2 Success will be a workforce and an organisation:

- with exceptional individual, organisational, leadership and partnership capabilities
- which supports the learning, behaviours and skills required to deliver and sustain excellent efficient, effective and citizen focused services

- that is fully representative of our diverse communities at all levels
- that engages and involves staff in the decisions that affect their work, enables people to contribute their ideas, and values their successes
- works collaboratively to develop and lead partnership working and respond to the opportunities and demands on both us and our partners locally, regionally and nationally
- sees co-production as fundamental to the delivery of improved services and effective outcomes
- builds and strengthens Member/Officer relationships

8.4.3 The overall vision for the People Strategy is:

One Council – Success through People

8.4.4 Key themes:

This strategy has been developed using seven themes to focus our priorities, and inform where activity is needed to generate detailed action plans.

Stream Themes	What does it mean	Measured by:
1. Leadership	We have visible and ambitious leadership from officers across organisational boundaries empowering the workforce to respond to current and future challenges.	People and OD Scorecard including: <ul style="list-style-type: none"> • Employee satisfaction and engagement surveys • HR/OD performance • Corporate Social Responsibility Indices: model employer for greening the workplace; commitment to diversity; providing pathways into work • Citizen / Customer satisfaction levels for staff friendliness ...)
2. Innovation	We encourage, challenge, recognise and reward innovative ways of doing things and this plays a fundamental role in supporting the delivery of efficient, effective and citizen focused services.	
3. Collaboration	We break down silos within the organisation to encourage true one-council working. We involve citizens and partners in managing, shaping and delivering quality services	
4. Ways of Working	We develop the capacity of the organisation to get the best out of our people and to support continued and sustained improvement in performance	
5. Great Place to Work	We promote Haringey as a place where people want to work. We want to attract, reward and retain a wide range of talented staff whose makeup is representative of the community we serve.	
6. Excellent People Management and Development	We set high standards for managers and staff, develop the talent of the organisation and equip staff with the skills they need to deliver. We hold ourselves to account for our performance and what we do and what we deliver.	
7. Workforce planning, mapping and shaping	We ensure the council has effective succession and workforce planning in place to meet current and future challenges	

8.5 The Approach

The People Strategy is shaped and informed by Organisational Development; Human Capital Management; Investor in People, employee engagement and management theory and best practice

8.5.1 Organisational Development (OD) and strategic Human Capital Management principles have guided the strategy's approach to people, improvement and change. (1)

- 8.5.2 The principles of the Investor in People standard and the idea that service improvement is delivered by developing people to meet business objectives, has been and will be used to both shape and benchmark key strands of activity.
- 8.5.3 Employee engagement theory suggests that engaged employees perform better than others, are more likely to recommend their organisation to others, take less sick leave and are less likely to quit (on average it costs £6k to recruit someone into the organisation). They are also more likely to treat customers in ways that positively influence customer satisfaction.^(2 1)
- 8.5.4 The two most important drivers of employee engagement relate to internal communications – specifically a) the opportunities to feed upwards and b) feeling well-informed about what is happening in the organisation. In order to support the delivery of the People Strategy, we propose that engagement and communication activities will include;
1. shaping (and repetition) of key messages clarifying what the organisation aims to achieve and what this means to the people who work for the organisation
 2. promotion of a culture of openness, listening and feedback promotion and use of the competencies (behaviours) that support effective communication
 3. communications systems, channels and frameworks including senior management ‘walk the talk’ activities and listening events, Harinet, smart-talk newsletters, team celebrations and business planning days; team briefing meetings, large and small staff events, focus groups
 4. surveys (communications audits and whole organisation surveys) and performance matrixes
 5. branding and targeting of key messages to identified stakeholder groups
 6. evaluation and review including assessment of VfM and return on investment
 7. the development of an annual internal communication plan
- 8.5.5 Overall our approach has therefore been to make the People Strategy:
- a single coherent strategy, not an accumulation of disparate strategies;
 - specific, realistic, achievable ...and integrated into the council’s approach to organisational and people management - not an add on
 - focus on improvements that will have the biggest impact and enable us to continue developing our capacity in areas fundamental to achieving the vision;
 - engage key stakeholders – including leaders, staff and partners – and enthuse them to create and sustain change;
 - fully incorporate strategic human resource and internal communication issues.
- 8.5.6 The strategy will:
- bring together and or replace a number of time expired strategies (such as HR, Pay and Workforce, OD and Internal Communications strategies) in one strategic plan
 - drive the yearly People Planning process
 - be updated at regular intervals

The strategy is not intended to document all organisational or people management activities, but focuses on the priorities that will make the biggest difference to our performance.

^(1 & 1) OD involves both 'hard' and 'soft' issues. The 'hard' issues for OD are strategies and policies, structures and systems. The 'softer' issues in the main are developing appropriate skills, behaviours and attitudes, culture and a style of leadership that will enable the organisation to achieve optimum performance.

Employers Organisation

⁽²⁾ Excellent council's employees are more likely to feel engaged in the work they do than poorly performing councils. Excellent councils are also better than poorly performing councils at listening to staff and making them feel part of things (Mori).

8.5.7 **Dependences and links to other strategies and plans**

The People Strategy will both support, enable and intersect with the delivery of aspects of:

- Achieving Excellence Programme.
- Use of Resources Action Plan
- Customer Focus Strategy
- Accommodation Strategy
- Communication Strategy
- Business and People Plans

Haringey Council Workforce Plan 2006-2009: The People Strategy supersedes this document and the [forward.programme@haringey](#) and the Human Resource Strategy 2004-7 which between them identified the key issues and challenges that the council needed to address for its workforce to deliver the council's vision, priorities, and values.

Children's Workforce Strategy: The People Strategy will complement and inform a number of other workforce strategy documents including *Working to Change Lives* : The Haringey Children and Young People's Workforce Strategy. This sets out a strategy for the development of the children and young people's workforce in Haringey.

The People Strategy will demonstrate a strategic approach to workforce planning in line with the proposed **Use of Resources Assessment** and it fully supports the delivery of the Community Strategy, Council Plan, the LAA (see para 8.3)

8.5.8 **Implementation and monitoring**

The implementation of the People Strategy will be about:

- making sure actions are delivered within timelines and at regular intervals.
- modelling Haringey Values – its ways of working - through all the activities needed for effective implementation – the co-ordination, resourcing, monitoring and evaluation and reporting.
- Shared delivery and ownership of the Strategy at CEMB, Corporate and Business unit levels.

And it will depend on:

- People – ensuring people lead and model expectations around changed behaviour e.g. showcasing the work of individual teams in internal communications;
- Policy – ensuring the 'rules' are used to support change e.g. embedding Haringey values and competencies into everything we do
- Process –processes are introduced to build expectations for change and support the delivery of goals

In doing so we need to be both opportunistic and alert to risks; a major one being that this strategy will be seen as an end in itself rather than a vehicle for supporting continuing change.

The implementation process needs to explicitly build in opportunities for challenge from internal and external sources. Members, staff, peers, partners all need to be involved.

Managing and co-ordinating implementation of this strategy will require CEMB involvement and getting the right balance of senior leadership, team and individual responsibilities.

Implementation will need to:

- be cross cutting and allocate appropriate responsibilities to members, senior managers, team leaders and individuals
- provide opportunities for shared learning and development;
- manage the tension between evolving strategy and delivery of the action plan.

8.5.9 Governance

The success of the strategy will require clear lines of accountability and reporting. Monitoring and evaluation at qualitative and quantitative levels will be wide, varied and appropriate to the needs of the individual objectives contained within the action plans.

- CEMB will be responsible for the overall management, development, implementation and evaluation of the strategy. This CEMB will receive reports from OD to agreed timescales.
- HR, OD and Member Services will promote, monitor and review the strategy.
- General Purposes Committee will receive regular reports from the OD on progress.
- HR Business Partners will be responsible for promoting the strategy within Directorates and ensuring, with senior managers, that business unit People Plans reflect and inform the development of the People Strategy in future years.
- CEMB will have ongoing responsibility for developing, monitoring and evaluating progress and receive progress reports at the achievement of key milestones.

9 FINANCIAL IMPLICATIONS

The Director of Finance has been consulted during the preparation of this report. Efficiency impacts on the workforce and people management in three ways. All councils, including Haringey, will need to:

- ensure that our people are managed in ways that achieve optimum performance, productivity and efficiency.
- take into account the impact on the workforce of any measures to improve cost effectiveness and efficiency. For example, moves to share services, outsource functions, and job reductions
- ensure that our HR and OD functions work effectively and efficiently. We need to demonstrate effectiveness as part of the requirement to improve efficiency in all that we do.

The People Strategy does this and sets out an ambitious programme of activity to ensure that the council makes best use of its people to order to deliver the Community Strategy and Council Plan priorities. The People Strategy, by prioritising and targeting investment will help ensure that we maximise the efficiency, effectiveness and performance of the organisation and its workforce.

We anticipate that the cost of delivering the strategy will be **largely** met from within current existing budgets (People and OD; Performance, Policy and Communications). This will need to be fully costed once GP have agreed the strategy in principle – and thereafter reviewed annually as part of the Business Planning process.

10 EQUALITIES AND DIVERSITY IMPLICATIONS

A full equalities impact assessment was carried out in August 2008 and found that overall, the actions proposed in the People Strategy should have positive equalities outcomes for all groups in the Council's workforce.

Haringey scores high on Best Values Indicators that measure employment outcomes for women and ethnic minority employees. With the percentage of women in the top 5% earners (BV11a) of 53%, of ethnic minorities top 5% earners (BV11b) of 19% and a workforce with 45.7% from B& ME backgrounds (BV17a), Haringey ranks in the top third of local authorities on all three of these indicators. The percentage of staff declaring they are disabled (BV16a) (currently 6.6% an increase of over 2% since the previous year).

However, improvements will be needed on other strands of equality.

- Under representation of younger people (5% of staff compared to 10% 18-25 year olds in the Haringey population)
- We are just starting to monitor sexuality and faith in workforce.
- We need to monitor success rates of employment candidates by the six equalities strands (age, disability, ethnicity, faith, gender and sexuality)

The strategy includes an action plan that responds to the need for the improvements identified above. The actions include:

- Redeveloping Harinet to ensure accessibility standards continue to be met;
- Ensuring equalities impacts are assessed within the Smart Working programme and that the correct equipment and policies are in place to support a variety of staff needs;
- Reviewing HR policies and procedures to ensure applicability to all groups;
- Continued implementation of single status ensuring equality of pay and conditions for all groups;
- Ensure learning and development activity run through ODL continues to take account of equalities needs;
- Continued evaluation and delivery of equalities training and network events;
- Improve quality of HR reporting and monitoring information by ensuring it meets equalities requirements, including a cross-Council census to improve data. Subsequent monitoring of equalities data and making this an integral part of the workforce planning process.

Barriers such as the age of the local government workforce and the level of worklessness within the local population cannot be removed, but the strategy intends to reduce the impact of these factors through:

- Development of a 'skills for life' programme focussed on increasing basic skill levels to help people progress in their career;
- Continued running of the Haringey Guarantee scheme to encourage local people into work;
- Continued running of the graduate programme, 'Aiming High' and the development of additional talent management activities to support greater representation of younger age groups within the workforce;
- Creating pathways into employment through ensuring a skills development and knowledge transfer element to all contracts with external providers.

Extensive consultation was carried out on the draft strategy between August and October 2007 through focus groups of senior and middle manager and through a random sample group of 200 staff from all levels of the organisation. The issues raised during consultation have been incorporated into the final draft and feedback given to the focus groups and wider through reports to various corporate and directorate level bodies. A wider programme of communication to the workforce is planned after the strategy has been approved by the

Cabinet, expected by the end of August 2008. The strategy will be delivered through the People Strategy Action Plan which includes details of actions to be taken and their intended outcomes, including equalities outcomes. Monitoring of implementation and outcomes will be carried out through the Chief Executive's Management Board at agreed timescale.

Haringey Council People Strategy 2008-16

One Council – Success through People

Foreword from the Chief Executive

The People Strategy sets out our vision for our workforce: it outlines how the council plans to maintain and develop the workforce and the organisational culture we need to deliver the council's vision, values and priorities.

This strategy sets out how we foresee the challenges facing Haringey Council in the management of the organisation and our people over the next eight years – and how we intend to respond to these challenges.

There are four over arching priorities that will challenge us in the short and long term. We aim to:

1. enhance the adaptability, flexibility, diversity and responsiveness of our workforce
2. develop pathways into employment for identified sections of the local community in partnership with key stakeholders and partners
3. maintain an organisational culture of learning and success driven by our values of service, integrity, improvement, passion and working together as one council
4. enhance our people management policies, frameworks and tools to manage and sustain first-rate people and service performance

This strategy is ambitious in the changes it promotes. Haringey Council has much to be proud of in its response to change. Although the strategy looks towards how things might be in 2016 we have to begin to make changes now. CEMB has agreed an Implementation Plan that sets out seven work streams with key outputs and timelines against which we will measure and report progress. This is included as an appendix to this strategy and I very much look forward to working with colleagues and other partners to ensure that we reap the benefits of this work to make Haringey Council an organisation 'we are all proud of'.

Haringey Council: People Strategy 2008-16

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8. Haringey's People Strategy: vision, priorities and themes
9. Work Stream Themes
 1. Leadership
 2. Innovation
 3. Collaboration
 4. Ways of Working
 5. Great Place to Work
 6. Excellent People Management and Development
 7. Workforce planning, mapping and shaping
10. Equalities Impact Assessment (Implications and Comments)

3. Executive Summary

The People Strategy is designed to ensure that Haringey Council makes best use of its people in order to deliver the Community Strategy and the Council Plan and improves its overall performance. The People Strategy brings together and/or replaces a number of time-expired strategies (i.e. the HR, Pay and Workforce, OD and Internal Communication strategies). It will drive the yearly People Planning process.

The overall vision for the People Strategy is: One Council – Success through People

The strategy sets out a package of measures the aim of which is to:

1. enhance the adaptability, flexibility, diversity and responsiveness of our workforce
2. develop pathways into employment for identified sections of the local community in partnership with key stakeholders and partners
3. maintain an organisational culture of learning and success driven by our values of service, integrity, improvement, passion and working together as one council
4. enhance our people management policies, frameworks and tools to manage and sustain first-rate people and service performance

The strategy has been developed using seven themes to focus our priorities, inform where activity is best concentrated and to generate detailed action plans. These will be measured by the People and Organisational Development scorecard which addresses four areas of employee related performance.

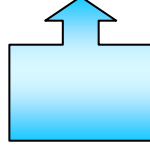
Work Stream Themes

1. Leadership
2. Innovation
3. Collaboration
4. Ways of Working
5. Great Place to Work
6. Excellent People Management and Development
7. Workforce planning, mapping and shaping

Measured by

People and OD Scorecard

- Employee satisfaction and engagement surveys
- Corporate Social Responsibility Indices: model employer for greening the workplace; commitment to diversity; providing pathways into work
- Resident / Customer perception/satisfaction



The strategy shapes 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
- Creating sustainable employment for all communities
- Building capacity, particularly in areas such as change management, Business Process Redesign and Organisational Development
- Changing models of service delivery
- Employee engagement and the belief that successful organisations are characterised by four characteristics of discipline, support, trust and stretch, rather than compliance, control, contract and constraint

The strategy was developed between over a six month period. Over 250 managers and staff – through focus groups, questionnaires and interviews – contributed to its development. The People Strategy project team also researched and analysed changes and trends affecting the local government workforce nationally, within London and as an organisation.

4. Introduction

The People Strategy sets out our vision for our workforce. The People Strategy outlines how we plan to maintain and develop our workforce and develop the organisational culture we need to deliver our vision, values and priorities. Overall our approach has been to make the People Strategy:

- a single coherent strategy, not an accumulation of disparate strategies;
- specific, realistic, achievable ...and integrated into the council's approach to organisational and people management - not an add on
- focus on improvements that will have the biggest impact and enable us to continue developing our capacity in areas fundamental to achieving the vision;
- engage key stakeholders – including leaders, staff and partners – and enthuse them to create and sustain change;
- fully incorporate strategic human resource, change, employee engagement and internal communication issues.

The strategy will drive the yearly People Planning process and be updated at regular intervals. It replaces a number of time expired strategies (such as HR, Pay and Workforce, OD and Internal Communications strategies) in one strategic plan.

The strategy is not intended to document all organisational or people management activities, but focus on the priorities that will make the biggest difference to our performance. It complements and informs a number of other workforce strategy documents including those for the adult social care sector workforce and the Haringey's children and young people's workforce. In particular it will enable the delivery of the Council Plan and the Use of Resources Action Plan; Achieving Excellence Programme; Smart Working and Accommodation Strategy; and the council's Communication Strategy.

The People Strategy aims and objectives have emerged from a range of consultations and dialogues with managers and staff across the organisation. We have distilled these into four overarching priorities which we will deliver through seven strategic streams of work. The council's values are central to every aspect of the strategy.

Our Way of Working		Overarching Priorities	Work Stream Themes	Measured by
Service: we work for the good of all our diverse communities Integrity: we keep our promises Improvement: we strive for excellence Passion: we are passionate about our work and proud of what we do One council: we deliver by working together	1.	To enhance the agility, flexibility, diversity and responsiveness of our workforce	1. Leadership	People and OD Scorecard including: <ul style="list-style-type: none"> Employee satisfaction and engagement surveys HR/OD performance Corporate Social Responsibility Indices: model employer for greening the workplace; commitment to diversity; providing pathways into work Citizen / Customer satisfaction levels for staff friendliness ...
	2.	To develop pathways into employment for identified sections of the local community in partnership with key stakeholders and partners	2. Innovation	
	3.	To maintain an organisational culture of learning and success driven by our values of service, integrity, improvement, passion and working together as one council	3. Collaboration	
	4.	To enhance our people management policies, frameworks and tools to manage and sustain first-rate people and service performance	4. Ways of Working	
			5. Great Place to Work	Indices: model employer for greening the workplace; commitment to diversity; providing pathways into work
			6. Excellent People Management and Development	
			7. Workforce planning, mapping and shaping	Citizen / Customer satisfaction levels for staff friendliness ...
← Enablers →			← Results →	

5. Looking Back – What have we achieved

Over the last eight years the council has made enormous progress in improving the efficiency, effectiveness and performance of the services it delivers. Government inspectors now rate the council as a three star authority - and satisfaction with council services continue to increase. According to the results of the latest annual residents' survey the council is performing better than the London average in many areas with:

- 70 per cent of respondents saying the council is doing a good job and making the borough a better place to live, compared to London figures of 67 per cent and 64 per cent.
- 58 per cent saying the council is efficient and well run, up 10 per cent and that 80 per cent of residents agree that Haringey is a place where people of different backgrounds get on well together.

The Haringey workforce is characterised by a commitment and enthusiasm for providing excellent services to the people of the borough. HR Strategy 2004-7 delivered many successes. These include:

- Clearly defined organisational values (our ways of working).
- a new Competency framework to describe the behaviours staff need to be effective in work. And we introduced a new Performance Appraisal framework to assess staff performance.
- In May 2006 we started Agency worker contract, which has achieved £2m of savings and reduced agency staff from over 2000 to under 1000.
- We achieved Investors in People accreditation and successfully retained it under a tougher assessment regime.
- Staff benefits programme including child care vouchers, discount shopping/ days out, financial planning advice, on sight eye care clinics.
- An award winning Recruitment contract to handle advertising and application response handling (with seven London boroughs)
- We improved our redeployment processes and successfully redeployed 85 people and saved the council £500k in redundancy and recruitment costs.
- We developed a set of Management Standards to outline the expected performance of managers.
- We developed a successful Leadership Programme for the councils managers.
- We ran a number of successful staff and senior manager events and seminars
- We successfully negotiated, over the course of 2 years, an Equal Pay and Conditions package with our unions to ensure we pay our staff fairly.
- We revised and improved a number of employment policies and procedures including the staff Code of Conduct, Disciplinary Procedure, Recruitment Policy, Redeployment process, Flexible Working policies, Maternity and Adoption pack and introduced Flexible Retirement.
- We improved Black & Minority Ethnic representation from 45.7% to 48.4%
- We improved Disabled staff representation in the workforce from 1.9% to 4.6%.
- We introduced a Health for Life programme to promote healthy living and exercise, and we introduced Quit Smoking campaigns.

The 2007 Investors in People (IIP) assessment found that staff feel well informed of what is going on and 'included in the decision-making process of how they and their team could achieve better performance'. The IIP assessor also found an:

- exceptionally strong culture of learning and development throughout all parts of the Council - irrespective of whether people are in a relatively senior management position or relatively junior members of the team.
- a strong focus on providing excellent service to customers .. and truly embedded within the culture of the Council
- a good understanding of the Council's key priorities
- and a constructive relationship between the Council and the union representatives.

6. Context for the People Strategy

National Context: As a council, government and tax payers expect us to do more with less and continue to improve the efficiency and effectiveness of the services we provide. We will need to work closely with partner organisations to integrate services around citizens' needs, to offer greater choice and personalisation. In doing this our relationship with our citizens will change – with more empowerment and co-production of services.

Haringey Context: The people who live in Haringey come from many different ethnic backgrounds and bring cultural diversity and vitality to the borough. Haringey has about 224,500 residents and around half come from minority ethnic backgrounds. The population is young and growing, over half under the age of 35- above both the London and England averages. Between 1991 and 2001 the population grew by 8% and is projected to grow by a further 23% to reach over 270,000 by 2031. This growing population presents opportunities, but also challenges. The borough ranks as one of the most deprived in the country with pockets of extreme deprivation more evident in the east.

Worklessness remains an issue in Haringey with around 50,000 residents of working-age registered as not in work. Despite recent improvements in the employment rate for the borough, at 66.2%, it remains significantly below the England average of 74.4%.

The community has told the council and its partners what it wants Haringey to be like in 2016. The Sustainable Community Strategy sets out the communities ambitions for the borough which are reflected in the Council Plan vision (a council we can all be proud of) and five priorities:

- Making Haringey one of London's greenest boroughs
- Creating a Better Haringey: cleaner, greener and safer
- Encouraging lifetime well-being at home, work, play and learning
- Promoting independent living while supporting adults and children when needed
- Delivering excellent, customer focused, cost effective services

Haringey Council: our workforce: The Council employs approx 6985 people (excluding teachers and causal staff), making it the largest employer in the borough. Most employees live locally. The turnover rate within the council is in line with the London average at 14.6%. The percentage women in the top 5% earners is 54.2% and the percentage of Black, Asian and Minority Ethnic (BAME) staff within the top 5% earners is 18.2% (top quartile performance). Slightly fewer than 45 percent of the workforce are from BAME backgrounds.

Our workforce comprises both highly skilled (NVQ level 4 and above) and poorly skilled workers (below NVQ level 2). 47.5 percent of the workforce works part time; 44 percent of the workforce is aged 45 and above; and 73 percent of the workforce is female. 4% of staff are aged under 25 compared to 15% in the whole economy. Our sickness absence level is just under the London borough average at 9.0 sick days per employee.

The three best aspects of working for the council cited by employees are a) satisfaction from doing a worthwhile job whilst working with an ethnically diverse group of colleagues, citizens and clients; b) good opportunities for development; and c) flexible working conditions. The biggest workforce challenges cited by employees are finding and retaining the right people; ensuring staff feel valued and engaged; and encouraging innovation. Managers considered the biggest challenges to be a) developing staff skilled and confident in what they are required to do; introducing a more flexible and fluid approach to job roles; and better access to and sharing of evidence of customer/citizen needs.

7. Haringey Council: What we are seeking to achieve by 2016

The People Strategy will support the continued development and embedding of the council's values, vision and priorities. The strategy will also ensure that we have the right direction and the right sort of workforce to build on our successes and meet the challenges ahead.

We need to ensure we maximise the benefits of having a committed and diverse workforce. To achieve more with tighter resources our workforce needs to be both skilled and productive. We will continue to maximise our employees' performance and introduce new technology and new ways of working. Our current leadership styles will need to change to manage this more flexible, adaptive and fluid workforce.

To meet the needs and expectations of the communities we serve we will need to integrate services around citizens' needs, and offer greater choice and personalisation. We will do more to join up front line services and seek to integrate of back and front office functions. We will need to help create markets - and regulate and quality assure new forms of service delivery. Citizen focus will inform all that we do in our community leadership and governance roles; as commissioners and regulators of services; as service providers and service enablers.

As community leaders we will need to work collaboratively to develop and lead partnership working and respond to the opportunities and demands on both us and our partners locally, regionally and nationally. Any move away from being a direct provider of services to being a strategic commissioner is likely to lead to the setting up of new partnerships and shared service arrangements with the partner, private and voluntary sectors. This will impact on work processes and job roles - with people managed within new performance management and contractual arrangements; information and knowledge - its shaping, management and use; workforce planning and development to better anticipate where new or additional jobs will be required, where jobs will no longer be needed, where we can provide training opportunities to support our employees to avoid unnecessary redundancies. Engaging staff positively in these changes will be key.

A retained focus on continuing professional development and the slow raising of the skills bar will be essential for the delivery of excellent services through a workforce that is skilled and confident; works to agreed and uniform standards; and is fully representative of our diverse communities at all levels. Attracting, developing and retaining talent will remain a priority. We will seek to attract and keep the best people by means of effective workforce planning and pathway schemes, investing in the skills and development of employees, and building our reputation as a great place to work. As the largest employer in the borough we have proudly modelled the way on issues of equalities and diversity and enthusiastically commence a 'greening' of our work places and travel plans. In the months and years ahead we will encourage our staff to do more to engage in activities to support *these and other corporate social responsibility associated activities*

Success will be a workforce and an organisation:

- with exceptional individual, organisational, leadership and partnership capabilities
- which supports the learning, behaviours and skills required to deliver and sustain excellent efficient, effective and citizen focused services
- that is fully representative of our diverse communities at all levels
- that engages and involves staff in the decisions that affect their work, enables people to contribute their ideas, and values their successes
- works collaboratively to develop and lead partnership working and respond to the opportunities and demands on both us and our partners locally, regionally and nationally
- sees co-production as fundamental to the delivery of improved services and effective outcomes
- builds and strengthens Member/Officer relationships

8. Haringey's People Strategy: vision, priorities and themes

The overall vision for the People Strategy is: One Council – Success through People

There are four over arching priorities that will challenge us in the short and medium term. Through the strategy we therefore aim to:

1. enhance the adaptability, flexibility, diversity and responsiveness of our workforce
2. develop pathways into employment for identified sections of the local community in partnership with key stakeholders and partners
3. maintain an organisational culture of learning and success driven by our values of service, integrity, improvement, passion and working together as one council
4. enhance our people management policies, frameworks and tools to manage and sustain first-rate people and service performance

The following 8 work streams have been designed following detailed consultation and discussion key stakeholders throughout Haringey council. Their origins are informed by Haringey's Sustainable Community strategy and the councils key strategic plans - and in particular our thinking about people management in the future. These work streams should be viewed as a whole—they are interlinked and so will be implemented in a blended and coordinated fashion.

Work Stream Themes	What does it mean	Measured by:
8. Leadership	We have visible and ambitious leadership from officers across organisational boundaries empowering the workforce to respond to current and future challenges.	People and OD Scorecard including: <ul style="list-style-type: none"> • Employee satisfaction and engagement surveys • HR/OD performance • Corporate Social Responsibility Indices: model employer for greening the workplace; commitment to diversity; providing pathways into work • Citizen / Customer satisfaction levels for staff friendliness ...)
9. Innovation	We encourage, challenge, recognise and reward innovative ways of doing things and this plays a fundamental role in supporting the delivery of efficient, effective and citizen focused services.	
10. Collaboration	We break down silos within the organisation to encourage true one-council working. We involve citizens and partners in managing, shaping and delivering quality services	
11. Ways of Working	We develop the capacity of the organisation to get the best out of our people and to support continued and sustained improvement in performance	
12. Great Place to Work	We promote Haringey as a place where people want to work. We want to attract, reward and retain a wide range of talented staff whose makeup is representative of the community we serve.	
13. Excellent People Management and Development	We set high standards for managers and staff, develop the talent of the organisation and equip staff with the skills they need to deliver. We hold ourselves to account for our performance and what we do and what we deliver.	
14. Workforce planning, mapping and shaping	We ensure the council has effective succession and workforce planning in place to meet current and future challenges	

Work Stream Theme 1: Leadership

What does it mean? We have visible and ambitious leadership across organisational boundaries empowering the workforce to respond to current and future challenges.

Why this is important? We need leaders that are skilled, visible and effective. Local Government juggles a wide range of demands, needs (sometimes conflicting) and priorities. The ability to manage people and resources to deliver efficient and effective customer focused services in a democratic organisation is enormously important. Senior managers need to lead partnerships with and through the political interface. They will need to lead and engage their staff through the challenges and changes ahead. The council's values and competencies are central to all aspects of the leadership work stream theme.

Implications for the Future: Haringey leaders and managers need to satisfy rising customer and citizen expectations and work with partners to integrate and personalise services around citizens' needs and choices. All our managerial leaders need a thorough understanding of, and the skills to work with our democratically elected leaders at the political interface. At the senior levels of the organisation our top managers also need to be role models for a more adaptive style of leadership. As well as excellent visioning, strategy and prioritisation skills and the ability to build strong and robust relationships, senior officers will need the time and the confidence to:

- engage people in uncomfortable questions, difficult conversations, understanding choices, and the sharing responsibilities for solutions,
- allow employees to innovate and co-operate and encourage others to lead, and develop a culture of sharing and teamwork,
- recognise the contribution people make, and use the tools of recruitment, development and reward creatively to motivate people and make the most of talent wherever it sits.

What we want to achieve	What we will do
a) promote excellent understanding amongst Officers of working at the Political Interface	<ul style="list-style-type: none"> • Delivery of a development programme for officers on Working at the Political Interface; Provide Member / officer shadowing opportunities • Involve CEMB members in manager, staff and partnership activities and events (own and others) • Undertake Walkabout days (take your Director/ACE to work); attendance at Area Assemblies • Use induction, service events, forums and away days as opportunities to discuss values and to share information and ideas • Use initiatives such as Smart working for senior managers to lead staff discussions about the challenges and changes ahead, and empower them to own and drive what needs to happen to deliver the change • Senior Management Team and Forum Exchange– use these forums to encourage questioning and debate and engagement on the big issues facing the council • Promote, maintain and develop coaching programmes and culture • Management and Leadership programme(s) – deliver for for new, aspiring, middle/ senior managers • Promote the Council's vision, priorities values and achievements through council wide and directorate events, away-days, award ceremonies and speaking at public forums partnership boards and conferences
b) increase and enhance the visibility of the Chief Executive and her Chief Officers/ACE's	
c) ensure that Managers have the skills they need for current and future challenges	
d) develop a workforce which understands the councils vision and lives its values by interpreting it and making it relevant to the whole organisation and beyond	

Work Stream Theme 2: Innovation

What does it mean: Innovation is encouraged, recognised and rewarded at all levels and plays a fundamental role in supporting the delivery of the efficient, effective and customer/citizen focused services

Why is this important? We need to unlock the ideas and creativity of our 7000 staff. Local government is continually changing. Changes in society, in citizen expectations and political objectives, produce new challenges which councils and their partners must address. New learning, ideas, and technologies offer opportunities to develop different ways for us to meet our objectives. Financial and budgetary constraints, the need to do more with less, and the search for better value solutions to familiar issues mean that the need to develop new, more efficient and effective solutions to our objectives, becomes essential. The ability to encourage creativity and innovation will be key.

Implications for the Future: Our employees will need to be open to new ideas, be confident in challenging the status quo and weighing up and managing risk. Allowing sufficient time and space for dialogue with stakeholders will be crucial - to probe the problems behind the problem and test and reshape ideas as they work them through to implementation. We will seek to develop an organisational way of working that:

- encourages innovation by encouraging and rewarding innovation at all levels of the council;
- assessing and managing risks and viewing failure as inevitable and an opportunity for learning;
- providing time and opportunities to work on creative and innovative projects to solve common problems using the experience and insight of customers, citizens and front line employees
- learns from others and adapts innovative practices from elsewhere

What we want to achieve	What we will do
a) Encourage innovation by developing mechanisms to encourage creativity and support and celebrate innovation	<ul style="list-style-type: none"> • Use the business planning process to map areas where it would be possible to achieve service improvement through innovation • Using existing forums to ensure that employees have the space to support innovation • Develop and promote initiatives to encourage people to develop innovative ideas (e.g. Extra Mile Awards) • Promote the 'Smart Thinking' scheme and award winning ideas • Development of 'organisation raids' as a component of the Leadership Programme Projects • Introducing cross-directorate staff Innovation forums • Continue the delivery and evaluation of the Service Improvement Group (SIG) within Services to provide teams with the opportunity to put forward ideas on what and how improvements can be made to services to customers • Customer Focus network • Encourage employees to generate innovative ideas and solutions • Focus on innovation within the appraisal and business planning process

Work Stream Theme 3: Collaboration

What does it mean: breaking down silos within the organisation to encourage true one-council working. We aim to involve and collaborate with our staff, citizens and partners in managing, shaping and delivering quality services and tackling community priorities.

Why is this important? We need the skills and the opportunities to deliver in partnership. As community leaders we will need to work collaboratively to develop and lead partnership working and respond to the opportunities and demands on both us and our partners locally, regionally and nationally. Any move away from being a direct provider of services to being a strategic commissioner is likely to lead to the setting up of new partnerships and new shared services. Welfare reform and the personalisation of services will fundamentally change how we work with the community, our service users and with the partner, private and voluntary sectors.

Implications for the future: Citizen focus will impact on every aspect of what we do. Our staff will access and use information and knowledge in changed ways—its shaping, management and use. New forms of service provision will impact on what we do and how we provide services, our relationships with communities and service users. Worklessness and concerns about global warming are of major concern to our local community. We will seek to engage employees, partners and service users in these issues – working with partners to develop pathways into work and ‘greening’ our workplaces and work practices.

What we want to achieve	What we will do
a) Delivering citizen-focused services through effective partnership working within the organisation, with partners and citizens	<ul style="list-style-type: none"> Adults Workforce Development: planning/delivery of personalisation across Haringey’s social care workforce Children’s workforce development: planning and delivery of Children’s networks and Multidisciplinary teams Haringey Guarantee for placement of local people into jobs Work with local colleges and skills councils establish / deliver development pathways for local people into hard to recruit to jobs in the council and partner organisations Develop career structures/pathways with partner organisations at all levels. Cross-partner mentoring and the establishment of talent pools with partner organisations: Maximise opportunities for matrix and project working across the council and with partner organisations Develop and implement an employee engagement and communications plan that supports free flowing knowledge sharing and consistency of messages across all departments.
b) Deliver projects that challenge value for money of council structures and processes and maximise opportunities for collaboration deliver efficient, effective and customer focused services	<ul style="list-style-type: none"> Develop ‘Change Networks’ to facilitate engagement and ownership of cross-cutting programmes/issues Build on and identify new opportunities for joint learning and development with partner organisations Ensure that leadership development programmes and activities contain projects and activities that bring participants together to work across Directorate / sector boundaries Use benefit from AE to help to embed internal Knowledge Management through Harinet redevelopment Share information through large forum events (2x pa – one for managers, the other for more front line staff) Policy Briefings –Members and Managers to hear from and think about new policy ideas
c) Develop a culture where and learning, communication and knowledge sharing are seen as integral to everyone’s role where everyone has access to quality information they need to do their jobs.	

Work Stream Theme 4: Ways of Working

What does it mean: We develop the capacity of the organisation to get the best out of our people, and to support continued and sustained improvements in performance whilst staying true to our values.

Why is this important? We need to work as well as we possibly can. Over the next eight years, the council will undergo many changes. We will need to maximise the productivity and cost effectiveness of our workforce – and maintain the efficiency, effectiveness and quality of the services we deliver. We will need to ensure that our people management policies and practices are simple, flexible and support our managers in getting the best out of their people. We will work to agreed and uniform standards and promote an organisational culture of learning and success.

Implications for the future.: Haringey's organisational values – our ways of working - guide and shape how we work, underpin our policies and strategies and provide a reference point for what happens within the council. Our values guide how, as an organisation, we will manage the changes ahead and involve employees in those changes; how we ensure we have a skilled and productive workforce; how we share information and listen to what our employees and our citizens have to say. Our values are: **SERVICE** - we work for the good of all our diverse communities; **INTEGRITY** - we keep our promises; **IMPROVEMENT** - we strive for excellence; **PASSION** - we are passionate about our work and proud of what we do; **ONE COUNCIL** – we deliver by working together.

What we want to achieve	What we will do
a) To promote, develop and embed the values of the Council	<ul style="list-style-type: none"> Promote the values through the competency framework; performance management framework; staff awards Revise recruitment framework and process to deploy Haringey values
b) Get the basics right and sustaining good performance	<ul style="list-style-type: none"> Plan an engagement and information campaign to raise awareness/understanding of new performance regimes. Promote effective management of performance information - targeting identified areas with performance clinics:
c) Ensure effective and efficient delivery of HR/OD services in support of the organisation	<ul style="list-style-type: none"> Use the performance appraisal system to ensure there is a golden thread (golden knitting) running from the Community Strategy through to service, team and individual objectives Implement the recommendations from IIP Review and Action Plan
d) Develop tools, policies and procedures that are simple, flexible and effective and enable excellent service performance	<ul style="list-style-type: none"> Identify and target OD resources to support services with identified people/performance issues (Impact Areas) Implement Phase 1 of the new HR/Organisational Development operating model and communicate
e) To make the best use of technology to achieve our objectives	<ul style="list-style-type: none"> Review HR policies and procedures for Recruitment; Sickness absence; Bullying and harassment; whistle blowing; Disciplinary and Conduct; Health and Safety; Grievance; Capability; and redeployment process review Investigate options for a HR shared service ; Employee and Manager self service; HR/OD Advice lines Re-launch of the Project Management Framework and Launch of the Change Management Toolkit Rollout of SMART working project within Achieving Excellence Assess and advise on the people management implications of value for money reviews; Quarterly Drive to use technology in smarter ways

Work Stream Theme 5: Great Place to Work

What does it mean? We promote Haringey as a place where people want to work. We want to attract, reward and retain a wide range of talented staff whose makeup is representative of the community we serve.

Why this is important? We want to be a great council to work for employing engaged, motivated and performing staff. Local government is not always perceived as an exciting, innovative place to work. In 2006, 87.4% of authorities reported a recruitment or retention difficulty with one or more professional/managerial occupations. The labour market is highly competitive; our workforce is aging; and we find it difficult to recruit people into some jobs. Attracting and retaining a skilled and committed workforce is a top priority.

Implications for the future: We want to attract and keep our committed and talented people by building our reputation as a great place to work. We will ensure that our managers have the skills to get the best out of the people who work for them. We will invest in the skills of our workforce, and ensure that they have the tools and the knowledge to do a good job. We will promote the wellbeing of our staff and a safe working environment. We will recognise the achievements of our staff and values their successes. As the largest employer in the borough we have proudly modelled the way on issues of equalities and diversity and enthusiastically commence a 'greening' of our work places and travel plans. In the months and years ahead we will encourage our staff to do more to engage in these and other *corporate social responsibility associated activities*

What we want to achieve	What we will do
To become one of the best councils to work for attracting and retaining a workforce committed to Haringey's values	<ul style="list-style-type: none"> Promote Haringey as a great place to work locally, regionally and across partner organisations such as LGC/MJ Awards; Beacon Council status; Best Council Award; Council Worker of the Year awards Support the wellbeing of all staff, promoting a healthy lifestyle and appropriate work-life balance Build upon the Smart Working activities to maximise the impact of the council's engagement and change activities To review the council induction process and relaunch Employee folder as a Welcome pack ; Develop E-Learning Revise employee induction materials ; Corporate Induction and Personnel Induction - revise recruitment materials To achieve level 5 of the Equality Standard for Local Government Review and augment plans and activities to ensure the needs of employees with disabilities are understood and deliver agreed outcomes Ensure people management policies, activities and plans enable the council to retain its IIP status. Pilot IIP profile Undertake staff attitude and culture surveys at regular intervals to assess and monitor effectiveness of engagement and management activities on the workforce Ensure safe systems of working are embedded in council services and adopt an appropriate risk assessment culture Introduce a Total rewards statement for staff covering leave entitlement; pensions, council investment in individuals learning and development etc and continue to develop and implement a Staff Benefits Scheme Implementation of Equal Pay/ Single status pay and conditions, systems and policies Promoting management behaviours and staff award schemes for managers to recognise, give feedback and reward staff e.g. X-mile scheme and awards, coaching and mentoring schemes; Upward appraisal, values & competencies
To develop and promote a healthy and safe working environment	
To reward and recognise the contributions made by staff	

Work Stream Theme 6: Excellent People Management and Development

What does it mean? We set high standards for managers and staff, develop the talent of the organisation and equip staff with the skills they need to deliver. We hold ourselves to account for our performance and what we do and what we deliver.

Why this is important? We need to perform through our people. A retained focus on continuing professional development and the slow raising of the skills bar will be essential for the delivery of good services. Our workforce needs to be skilled and confident; work to agreed and uniform standards; and remain fully representative of our diverse communities at all levels.

Implications for the future: Attracting, developing and retaining a skilled and productive workforce will remain a priority. We will encourage talent by means of effective workforce planning and pathway schemes. We will continue to promote a model of management which enables people to contribute their ideas, challenges underperformance, and values employee successes. We will develop new styles of leadership to support the management of a more flexible, adaptive and fluid workforce. We will continue to invest in the development of our employees skills – ensuring that they are supported to be both productive and skilled – and work with citizens and partners in new forms of service delivery.

What we want to achieve	What we will do
To identify, develop engage & deploy employee talent across the council and partner organisations	<ul style="list-style-type: none"> • Development and retention of staff through a Talent Management approach - Identify posts for succession planning; specialist/rare technical expertise; promote movement across the Council and partner organisations. • Make provision within the future service / consultancy contracts for job shadowing and work experience opportunities for Haringey employee talent pools. • Define expectations of Haringey managers including 180 degree upward appraisal feedback and people management matrices.
Develop standards for Haringey managers	<ul style="list-style-type: none"> • Institute six weekly performance meetings with Directors to review people management performance – alongside budgets and service performance • Support and embed an employee engagement model of management throughout internal communication and management development activities
Equip managers and staff with the competencies they need to deliver efficient, effective and customer focused services and evidence Haringey's values.	<ul style="list-style-type: none"> • Customer Charter: promote and embed • Design, deliver and evaluate an annual Council wide learning and development programme ensuring that programmes respond to needs arising organisational reviews and workforce people planning processes including: Management and Leadership programme(s) for new, aspiring, middle and senior managers; graduate schemes; and Social Care Learning and Development Opportunities • Delivery of Institute of Customer Service Awards qualification programme • Phased roll out Skills for Life courses across the Council, including Skills Pledge and Go Awards • Development of a 'take your manager to work day' programme • Continued evaluation and delivery of equalities training and network events

Work Stream Theme 7: Workforce planning, mapping and shaping

What does it mean? We ensure the council has effective succession and workforce planning in place to meet current and future challenges.

Why this is important? We need to plan for future needs. Skills shortages inevitably lead to competition for staff in key occupations, pushing up salary rates and the use of agency workers. Future shortages need to be anticipated as the policy or environmental context changes. Our workforce is aging.

Implications for the future: Effective workforce planning and offering more flexible contracts will reduce costs and improve service quality by reducing any dependence on agency staff. We will enhance our People Planning framework to better plan our workforce in short medium and longer term to ensure a productive and cost effective workforce. We will work with our partners and our contractors to anticipate and tackle the key shortage areas and build capability and capacity. We will seek, through our trainee and graduate schemes, to attract younger people into local government.

What we want to achieve	What we will do
Achieving the national minimum data set	<p>Meet the National Minimum Data Set for Social Care:</p> <ul style="list-style-type: none"> ▪ Gather workforce data about the care sector ▪ Review the quality and presentation of current HR reporting/monitoring information: <p>Ensure HR monitoring data meets the equalities duties</p> <p>Conduct a census cross-Council to establish more accurate HR data:</p> <ul style="list-style-type: none"> ▪ Cleanse existing data ▪ Review and implement revised data ▪ Continue and identify new opportunities for joint workforce planning ▪ maintenance procedures pack for management teams <p>Identify opportunities for joint workforce development planning with partner organisations e.g. build on existing partnerships, to improve the basic skills of the workforce and our partners</p> <p>Integrate the People and Business Planning processes more closely</p> <p>Define critical current and future skills needs and targeted development programmes (working with partners)</p> <p>Continue and identify new opportunities for joint workforce planning development with partners</p>
Improve the way HR information is used to anticipate and plan for current and future workforce challenges	
Improve workforce planning and development across the Council and our partners	

10. Equalities Impact Assessment Implications and Comments

Haringey scores high on Best Values Indicators that measure employment outcomes for women and ethnic minority employees. With the percentage of women in the top 5% earners (BV11a) of 54.2%, of ethnic minorities top 5% earners (BV11b) of 18.2% and a workforce with 44.9% from B&ME backgrounds (BV17a), Haringey ranks in the top third of local authorities on all three of these indicators. However, improvements will be needed on other strands of equality.

- The percentage of staff declaring they are disabled (BV16a) (currently 3.56%)
- Under representation of younger people (4% of staff are aged under 25 compared to 15% in the whole economy)
- Need to include sexuality and faith in workforce monitoring.
- Need to monitor success rates of employment candidates by the six equalities strands (age, disability, ethnicity, faith, gender and sexuality)

A full equalities impact assessment was carried out in August 2008 and found that overall, the actions proposed in the People Strategy should have positive equalities outcomes for all groups in the Council's workforce.

The strategy includes an action plan that responds to the need for the improvements identified above. The actions include:

- Redeveloping Harinet to ensure accessibility standards continue to be met;
- Ensuring equalities impacts are assessed within the Smart Working programme and that the correct equipment and policies are in place to support a variety of staff needs;
- Reviewing HR policies and procedures to ensure applicability to all groups;
- Continued implementation of single status ensuring equality of pay and conditions for all groups;
- Ensure learning and development activity run through ODL continues to take account of equalities needs;
- Continued evaluation and delivery of equalities training and network events;
- Improve quality of HR reporting and monitoring information by ensuring it meets equalities requirements, including a cross-Council census to improve data. Subsequent monitoring of equalities data and making this an integral part of the workforce planning process.

Barriers such as the age of the local government workforce and the level of worklessness within the local population cannot be removed, but the strategy intends to reduce the impact of these factors through:

- Development of a 'skills for life' programme focussed on increasing basic skill levels to help people progress in their career;
- Continued running of the Haringey Guarantee scheme to encourage local people into work;
- Continued running of the graduate programme, 'Aiming High' and the development of additional talent management activities to support greater representation of younger age groups within the workforce;
- Creating pathways into employment through ensuring a skills development and knowledge transfer element to all contracts with external providers.

Extensive consultation was carried out on the draft strategy between August and October 2007 through focus groups of senior and middle manager and through a random sample group of 200 staff from all levels of the organisation. The issues raised during consultation have been incorporated into the final draft and feedback given to the focus groups and wider through reports to various corporate and directorate level bodies. A wider programme of communication to the workforce is planned after the strategy has been approved by the Cabinet, expected by the end of August 2008. The strategy will be delivered through the People Strategy Action Plan which includes details of actions to be taken and their intended outcomes, including equalities outcomes. Monitoring of implementation and outcomes will be carried out through the Chief Executive's Management Board at agreed timescale.

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Theme 1: leadership

What does this theme mean?

Visible and ambitious leadership from officers and members across organisational boundaries empowering the workforce to respond to current and future challenges.

Links to existing processes, tools or initiatives:

- Leadership Programme
- Internal Communications Strategy
- Extra Mile Awards
- Staff events, Manager Forums and Smart Listening Scheme

Objective 1 - To promote excellent understanding amongst Officers of working at the Political Interface			
Some suggested measures of success:			
<ul style="list-style-type: none"> • Feedback from the Leadership Programme and Working at the Political interface programme • Staff survey - perception that the leadership team and members live the Haringey values • Feedback from officers and members on shadowing initiatives 			
Action	Owner	Target dates	
Development of Learning and Development programme for officers on Working at the Political Interface	Philippa Morris/ Yuniea Semambo Karen Rowing	Years 1 - 2	
Roll out of the programme to all 2 nd and 3 rd tier managers Tailored workshops, action learning sets, masterclasses for identified groups of staff	Philippa Morris Karen Rowing	Years 1-2	
To develop activities to improve employee skills and understanding of working effectively at the political interface <ul style="list-style-type: none"> • To provide Member / officer shadowing opportunities 	Philippa Morris Yuniea Semambo Karen Rowing	Jul 08	
Robust evaluation of the Working at the Political Interface Programme (level 4 – Kirkpatrick)	Philippa Morris Karen Rowing	Years 1 - 2	
Objective 2 - To ensure and increase the visibility of the Chief Executive and her Chief Officers/ACE's			

Theme 1: leadership

Objective 2 - To ensure and increase the visibility of the Chief Executive and her Chief Officers/ACE's			
Some suggested measures of success: <ul style="list-style-type: none"> CEMB attendance at staff and partnership events Staff survey indicator on visibility of senior management 			
Action	Owner	Target dates	
To involve CEMB members in manager, staff and partnership events Walkabout days where CEMB members spend a day with a front line member of staff (take your Director/ACE to work) CEMB involvement in the Corporate and Directorate induction sessions where leaders mingle with staff with specific focus on the Haringey way of working	Philippa Morris	Ongoing	
To develop CEMB profiles on Harinet	Mike Browne	Years 1 - 2	

Objective 3 - To ensure that Managers have the skills they need for current and future challenges			
Some suggested measures of success: <ul style="list-style-type: none"> Residents survey - % of people who think the council is doing a good job and making Haringey a better place to live Evaluation of the leadership and management development programmes Evaluation of coaching activities 			
Develop a leadership offer for top managers 'fast track' Top team development as an additional objective <ul style="list-style-type: none"> top team leadership development offering measurement based on senior management attendance and programme evaluation 	Philippa Morris Karen Rowing	Year 1-2	
Deliver a leadership forum for senior managers - Forum Exchange x 5 pa	Philippa Morris /SMT	Year 1-3	
Promote, maintain and develop coaching programmes(executive, performance, skills) for different tiers of management	Karen Rowing	Year 1-2	
Management and Leadership programme(s) – provide courses for up to 50 council managers pa	Karen Rowing	Year 1-5	

Theme 2: innovation

Objective 4 – To develop a workforce which is aware of the “Vision” and Values by interpreting it and making it relevant to the whole organisation and beyond			
Measures of Success:			
<ul style="list-style-type: none"> A workforce who have a awareness and understanding of the Council’s vision, values and priorities and what they mean to them 			
Action	Owner	Target dates	
<ul style="list-style-type: none"> Promote the Council’s vision, strategic aims and values through council wide and directorate events, away-days, Managers and Staff events and award ceremonies 	CEMB	On going	
<ul style="list-style-type: none"> Promote the Council’s vision, strategic aims and values through attendance at public forums and partnership boards 	CEMB		
<ul style="list-style-type: none"> Speak at conferences 	CEMB		

Theme 2: innovation

What does this theme mean?

Innovation is encouraged, recognised and rewarded at all levels and plays a fundamental role in supporting the delivery of the efficient, effective and customer/citizen focused services

Links to existing processes, tools or initiatives:

- Leadership Programme
- Internal Communications Strategy
- Extra Mile Awards
- Senior Manager Forums and Smart Thinking Scheme
- Council Plan priority – delivering excellent, customer focused, cost effective services

Objective 1 - Encourage innovation by developing mechanisms to support and celebrate innovation			
Some suggested measures of success: <ul style="list-style-type: none"> • External recognition (e.g. Audit commission / awards) for innovative services • New staff survey indicator on time spent on innovation and service improvement • 180 degree appraisal ratings for Innovation competency cluster 			
Action	Owner	Target dates	
Deliver a Senior Management forum on innovation: <ul style="list-style-type: none"> • Showcase existing examples of innovation and consider options for further encouraging innovation • CEMB discussion paper and develop options to take forward e.g. dragons den; seed funding; challenge sessions • Selection of awards to target over next 3 years – MJ / Beacon Council etc 	Philippa Morris/Ben Rogers	Year 1	

Theme 2: innovation

Objective 1 - Encourage innovation by developing mechanisms to support and celebrate innovation		
<p>To encourage and embed innovation at all levels in the council looking at:</p> <ul style="list-style-type: none"> Using the business planning process to map areas where it would be possible to achieve service improvement through innovation , managing risks appropriately Using existing forums to ensure that members have the space to support innovation Incentives to encourage people to develop innovative ideas (e.g. highlight innovation in the Extra Mile Awards) Promote the 'Smart Thinking' scheme and award winning ideas Development of 'organisation raids' as a component of the Leadership Programme Projects Introducing cross-directorate staff Innovation forums Introduce Innovation as a standard element of each Forum Exchange 	<p>Philippa Morris Eve Pelekanos Yuniea Semambo Change and OD team Mike Browne/Helen Bailey Karen Rowing Directorate DMT's SMT / Philippa Morris</p>	<p>Year 1</p>
<ul style="list-style-type: none"> Continued delivery and evaluation of the Service Improvement Group (SIG) within Services to provide teams with the opportunity to put forward ideas on what and how improvements can be made to services to customers 	<p>Chris Mclean/Customer Focus network</p>	<p>Ongoing</p>
<p>Incentivise senior managers to develop innovative solutions:</p> <ul style="list-style-type: none"> Introduce a competitive element encourage development of innovative ideas Focus on innovation within the appraisal and business planning process Developing a 180 tool that measures leadership performance against the Innovation and Finding Solutions competency cluster (using data from the tool to provide scoring) 	<p>Philippa Morris</p>	<p>Year 1 -3</p>

Theme 3: collaboration

What does this theme mean?

To break down silos within the organisation to encourage true one-council working. We aim to involve our staff, citizens and partners in managing, shaping and delivering quality services.

Links to existing processes, tools or initiatives

- Customer Services Strategy
- SMART working project
- Council Plan priority – delivering excellent, customer focused, cost effective services
- Changing lives – Children and Young People's Plan 2006 - 2009

Objective 1 - Delivering citizen-focused services through effective partnership working within the organisation, with partners and citizens			
Some suggested measures of success:			
<ul style="list-style-type: none"> • Residents survey – The council involves residents: target 60% • Staff survey - In Haringey Council we work with integrity and deliver on what we promise: target 80% • Staff survey - Different parts of Haringey Council work well together: target 70% • Number and effectiveness of opportunities for joint learning and development 			
Action	Owner	Target dates	
Adults Workforce Development (when published) <ul style="list-style-type: none"> ▪ Assess implications for the Adults social care workforce 	Mun Thong Phung/ Helen Ugwu	TBD	
Children's workforce development: <ul style="list-style-type: none"> • Children's networks • Multidisciplinary teams • Children's centres 	Sharon Shoesmith/ Ian Bailey	Years 1 - 3	
Delivery of the Haringey Guarantee for placement into council jobs <ul style="list-style-type: none"> ▪ Pathway schemes in areas such as schools catering; parks and leisure ... 	Steve Davies / Martin Tucker / HRBP's	Ongoing–	

Theme 3: collaboration

Objective 1 - Delivering citizen-focused services through effective partnership working within the organisation, with partners and citizens			
Work with local colleges and skills councils establish / deliver development pathways for local people into hard to recruit to jobs in the council and partner organisations	Steve Davies/Philippa Morris	1-8	
Develop career structures/pathways with partner organisations at all levels <ul style="list-style-type: none"> Develop job shadowing rotation with Children and Young Peoples services Cross-partner mentoring Haringey Partnership delivering workforce development for the private and voluntary sector providers in adults social care Development of collaborative workforce development projects within the North Central London Consortium for social care 	Philippa Morris/ Helen Ugwu/HR Business Partners	Years 1 - 3	
Establish talent pools with partner organisations: Maximise opportunities for matrix and project working across the council and with partner organisations	Karen Rowing	Years 3 - 6	

Objective 2 – Deliver projects that challenge value for money of council structures and processes and maximise opportunities for collaboration deliver efficient, effective and customer focused services			
Some suggested measures of success: <ul style="list-style-type: none"> Council's VFM objectives met Staff survey – % of staff who believe that the way we do things keeps improving 			
Action			
Consider proposals for delivering services / activities through more fluid /matrix organisational structures (through the management structure project)	Stuart Young/ Catherine Galvin	TBD	
Assess the impact of shared service arrangements with partner organisations such as PCT; mental health trust	Stuart Young/Steve Davies	Years 1-5	
Encourage collaboration and sharing space through flexible working as part of the SMART working project within Achieving Excellence	Stuart Young/ Catherine Galvin	Years 1 - 3	
Embed partnering and assess the impact of shared service arrangement projects on external and internal	Catherine Galvin	Years 1 - 3	

Theme 3: collaboration

Objective 2 – Deliver projects that challenge value for money of council structures and processes and maximise opportunities for collaboration deliver efficient, effective and customer focused services		
shared services in line with Achieving Excellence	Catherine Galvin /Helen Bailey/Steve Davies	Ongoing
<ul style="list-style-type: none"> To ensure that staff or their representatives are consulted or negotiated with, as appropriate, about changes that affect their work 		

Objective 3 - Develop a culture where and learning, communication and knowledge sharing are seen as integral to everyone's role where everyone has access to quality information they need to do their jobs. People feel confident that they can put forward ideas in a receptive and open environment.		
Some suggested measures of success:		
<ul style="list-style-type: none"> Improved staff capability through knowledge sharing Staff survey – my opinion is sought on decisions that affect my work – target 80% Staff survey indicator on % who think different parts of Haringey council work well together Number and effectiveness of opportunities for joint learning and development plus % of places offered and taken up by staff from the Haringey private and voluntary sector 		
Action	Owner	Target dates
To develop and implement an engagement and communications plan that supports free flowing knowledge sharing and consistency of messages across all departments. <ul style="list-style-type: none"> Review and submit to CEMB/SMT for approval/ Implementation 	Mike Browne Philippa Morris/Ben Rogers	Year 1
Develop a council-wide network 'Change Champions' to facilitate two-way communication between the corporate centre and Directorates on cross-cutting programmes/issues e.g. the introduction of Comprehensive Area Assessment	Philippa Morris / Helen Bailey	Apr 09
Build on and identify new opportunities for joint learning and development with partner organisations	Karen Rowing/ Helen Ugwu/HRBP's	Ongoing
Ensure that leadership development programmes and activities contain projects and activities that bring participants together to work across Directorate / sector boundaries	Philippa Morris	Sept 08

Theme 3: collaboration

Objective 3 - Develop a culture where and learning, communication and knowledge sharing are seen as integral to everyone's role where everyone has access to quality information they need to do their jobs. People feel confident that they can put forward ideas in a receptive and open environment.			
Use benefit from AE to help to embed internal Knowledge Management through Harinet redevelopment	Eve Pelekanos, M. Brown P. Morris	Years 1 - 3	
Share information through large forum events (2x pa – one for managers, the other for more front line staff)	Philippa Morris/Karen Rowing	Ongoing	
Policy Briefings – at least 4 pa for Members and Managers to hear from and think about new policy ideas from the academic and local government world.	Ben Rogers	Ongoing	

Theme 4: ways of working

What does this theme mean?

Living the Council's values and developing the capacity of the organisation to get the best out of people to support improved efficiency, effectiveness and customer focus.

Links to existing processes, tools or initiatives

- Review of performance appraisal outcomes
- Greenest Borough Strategy
- Council Plan priority: making Haringey one of London's greenest boroughs
- Staff Travel Plan
- liP re accreditation

Objective 1 - To promote, develop and embed the values of the Council

Some suggested measures of success:

- Staff survey - I understand the aims and objectives of Haringey Council as a whole: target 95%
- Staff survey - I understand how the work I do helps Haringey Council to achieve its aims and objectives: target 98%
- Staff survey - When I first joined, the aims and objectives of Haringey Council were clearly explained to me: target 70%

Action

To encourage members and officers to live Haringey values:

- Promote the values through the competency framework; performance management framework; staff awards
- Revise recruitment framework and process to deploy Haringey values
- sanctions and rewards around the behaviours associated with the values
- Monitor the effectiveness of the values through; the staff survey; performance appraisal

Owner

Philippa Morris

Stuart Young/Steve
Davies
Philippa
Morris/Helen Bailey

Target dates

Years 1 - 3

Objective 2 - Get the basics right and sustaining good performance

Theme 4: ways of working

Objective 2 - Get the basics right and sustaining good performance			
Some suggested measures of success:			
<ul style="list-style-type: none"> Residents survey – The council is doing a good job and making Haringey a better place to live: target 80% liP reaccreditation CPA/CAA rating 			
Action	Owner	Target dates	
Clear engagement and information campaign to raise awareness and understanding of new performance regimes	Eve Pelekanos Mike Browne	By Apr 09	
Promote effective management of performance information - targeting identified areas with performance clinics: <ul style="list-style-type: none"> Agreement on priority areas Rollout of performance clinics Evaluation 	Eve Pelekanos Margaret G	By Sep 09	
Monitor the peer review process within the performance appraisal system to ensure there is a golden thread (golden knitting) running from the Community Strategy through to service, team and individual objectives	Philippa Morris	Years 1 – 3	
Implement the recommendations from liP Review and Action Plan	Karen Rowing	Years 1 – 3	
Identify and target OD resources to support services with identified people/performance challenges (Impact Areas) <ul style="list-style-type: none"> 3 x pa - Support to be scoped, specific outcomes agreed, project plans developed 	Stuart Young/Philippa Morris/HRBP's	Years 1 - 4	
Objective 3 - Ensure effective and efficient delivery of HR/OD services in support of the organisation			
Some suggested measures of success:			
<ul style="list-style-type: none"> Internal/ external customer perception of survey Improvement of speed, quality, cost etc. Client surveys 			
Action	Owner	Target dates	

Theme 4: ways of working

Objective 3 - Ensure effective and efficient delivery of HR/OD services in support of the organisation		
Implement Phase 1 of the new HR/Organisational Development operating model: <ul style="list-style-type: none"> Present and engage business units with HR/OD operating model Establish a reference group for HR services: Launch the HR business partner role and transition HRBP's into new roles Monitor HRBP's performance and client satisfaction levels / manage expectations Undertake annual satisfaction survey and People Management services scorecard 	Stuart Young /Steve Davies/Philippa Morris	Year 1 -3
Objective 4 - Develop tools, policies and procedures that are simple, flexible and effective and enable excellent service performance		
Some suggested measures of success: <ul style="list-style-type: none"> Internal/external customer perception of areas undergoing review Improvement of speed, quality, cost and effectiveness of areas undergoing review Internal client survey. Percentage of managers indicating they are satisfied, or more than satisfied, with the HR and OD services: (79% and 90%) 		
Action	Owner	Target dates
To review HR policies and procedures : <ul style="list-style-type: none"> Recruitment; Sickness absence; Bullying and harassment; whistle blowing; Disciplinary and Conduct; Health and Safety; Grievance; Capability; and redeployment process review 	Steve Davies	Years 1 - 3
Investigate options for a HR shared service using underpinning technology <ul style="list-style-type: none"> HR partnering with other organisations Employee and Manager self service HR/OD Advice line and one stop shop 	Steve Davies/Philippa Morris/Stuart Young	Years 1 - 3
Re-launch of the Project Management Framework and Launch of the Change Management Toolkit	Eve Pelekanos / Helen Bailey	By Jun 08
Objective 5- To promote Smart Working and better use of resources		

Theme 4: ways of working

Objective 5- To promote Smart Working and better use of resources			
Some suggested measures of success: <ul style="list-style-type: none"> BV 12 – The number of working days lost due to sickness absence per FTE employee: target 8.8 Staff survey - Different parts of Haringey Council work well together: target 70% Greener Haringey indicators 			
Action	Owner	Target dates	
Rollout of SMART working project within Achieving Excellence (see xx) including potential for Voice over IP	Stuart Young	Years 1 - 3	
As part of the communications plan around the council priorities and develop a specific campaign around 'greener ways' of working to support the Greenest Borough Strategy (i.e. Car sharing; shared bikes...)	Mike Browne	Year 1-2	
Implement the Staff Travel Plan	Stuart Young/ Steve Davies	Apr 08	
Assess and advise on the people management implications of value for money reviews	Steve Davies / HRBP's	Years 1 - 3	

Objective 6 - To make the best use of technology to achieve our objectives			
Some suggested measures of success: <ul style="list-style-type: none"> To reach level 4 on Use of Resources by 2009/10 Internal/external customer perception Measures on uptake and usage of IT applications, e.g. GIS 			
Action	Owner	Target dates	

Theme 4: ways of working

Objective 6 - To make the best use of technology to achieve our objectives		
Quarterly Drive to use technology in smarter ways:		TBD
<ul style="list-style-type: none"> Smarter and more effective exploitation of widely used IT applications through changing behaviours / information campaigns and bite sized learning activities: <ul style="list-style-type: none"> E-mail Calendar / Meetings applications in MS office File sharing across functions / departments E-learning modules to support induction 	Philippa Morris/Lidia Lewis	

Theme 5: a great place to work

What does this theme mean?

Promoting Haringey as a place where people want to work by attracting, rewarding and retaining a wide range of talented staff who representative of our diverse communities and are committed to Haringey's values.

Links to existing processes, tools or initiatives

- Employer branding / campaign
- Haringey Guarantee
- Review of the induction process
- Council Plan priority – encouraging lifetime well-being, at home, work, play and learning
- Staff awards (Extra Mile Awards; WOW awards; Qualification Awards)

Objective 1 - To become one of the best councils to work for attracting and retaining a workforce committed to Haringey's values		
Some suggested measures of success: <ul style="list-style-type: none"> • % of staff in the following age groups: up to 24 years; 25 to 49 years and 50 years and over: targets? • BV 11a % of top 5% earners that are women: target 50%; BV 17A % of top 5% earners from ethnic minority communities target 39.30%; • liP re-accreditation • 'Best council to work for' status • Perception of the Haringey brand by candidates, exit interview feedback 		
Action	Owner	Target dates
Promote Haringey as a great place to work locally, regionally and across partner organisations:		
<ul style="list-style-type: none"> • National and local awards such as LGC/MJ Awards; Beacon Council status; Best Council Award; Council Worker of the Year awards • Web site communications • Recruitment materials and Induction / Welcome into the organisation 	CEMB/Stuart Young	Ongoing
To ensure the wellbeing of all staff, promoting a healthy lifestyle and appropriate work-life balance	Steve Davies	Years 1 - 3
Build upon the Smart Working brand/campaign to maximise the impact of the council's engagement, change and benefits activities	Philippa Morris/Mike Browne	Jul-08

Appendix B: People Strategy Action Plans

Theme 5: a great place to work

Objective 1 - To become one of the best councils to work for attracting and retaining a workforce committed to Haringey's values			
To review the council induction process:		Philippa Morris/ Syreeta Cook/ Panny Papasavva/ Charles Wright	By Aug 08
<ul style="list-style-type: none">• Relaunch of the Employee folder as a Welcome pack• Develop E-Learning employee induction materials• Revise employee induction checklist ; Corporate Induction and Personnel Induction		Eve Pelekanos	Years 1 - 3
To achieve level 5 of the Equality Standard for Local Government			
Review and augment plans and activities to ensure the needs of employees with disabilities are understood and deliver agreed outcomes		Carole Engwell/Eve Featherstone	Year 1
Ensure people management policies, activities and plans enable the council to retain its liP status. Pilot liP profile		Karen Rowing	Years 1 -3
To enter the 'Best Councils to work for' survey		Helen Bailey/Philippa Morris	Year 1- 5
Undertake staff attitude and culture surveys at regular intervals to assess and monitor effectiveness of engagement and management activities on the workforce		Philippa Morris/Helen Bailey	Year 1- 8
Objective 2 - To Develop and promote a healthy and safe working environment			
Some suggested measures of success:			
<ul style="list-style-type: none">• Sickness rates,• Accident rates,• Proportion of Risk assessments			
Action	Owner	Target dates	
<ul style="list-style-type: none">▪ Ensure safe systems of working are embedded in council services.	Steve Davies	On going	
<ul style="list-style-type: none">▪ Adopt an appropriate risk assessment culture across the organisation	Steve Davies	On going	
Objective 3 - To reward and recognise the contributions made by staff			

Appendix B: People Strategy Action Plans

Theme 5: a great place to work

Objective 3 - To reward and recognise the contributions made by staff			
Some suggested measures of success: <ul style="list-style-type: none"> • Staff survey - My manager shows appreciation for the work I do: target 80% • Reduction in temporary staff and recruitment costs • Haringey perception as an employee. This should be about the employee contract and total rewards 			
Action	Owner	Target dates	
Introduce a Total rewards statement for staff covering leave entitlement; pensions, council investment in individuals learning and development etc	Steve Davies / Carole Engwell	Year 1 – 3	
Continue to develop and implement a Staff Benefits Scheme for council employees			
Implementation of Equal Pay/ Single status pay and conditions, systems and policies	Stuart Young/ Steve Davies	Years 1 - 2	
Promoting management behaviours and staff award schemes for managers to recognise, give feedback and reward staff e.g. <ul style="list-style-type: none"> • X-mile scheme and awards, • coaching and mentoring schemes • Upward appraisal and use of the values and competency framework • leadership and management development programmes 	Helen Bailey/Karen Rowing / HRBP's	Ongoing	

Appendix B: People Strategy Action Plans

Theme 6: excellent people management and development

What does this theme mean?

Setting high standards for managers, developing the talent of the organisation and equipping staff with the skills they need to deliver.

Links to existing processes, tools or initiatives

- Core Skills training programme
- Short Course training programme
- Competency framework
- 360 feedback process and Management Standards

Objective 1 - To identify, develop engage & deploy employee talent across the council and partner organisations		
Some suggested measures of success: <ul style="list-style-type: none"> • Increased staff satisfaction • Staff survey - indicator on opportunities to develop and grow • Reduction in the number of externally recruited staff entering the Council • Increased rotation of staff cross-Council/with partner organisations 		
Action	Owner	Target dates
Development and retention of staff through a Talent Management approach: <ul style="list-style-type: none"> ▪ Identify strategic/senior posts for succession planning ▪ Identify posts needing specialist/rare technical expertise 	Philippa Morris/Karen Rowing/HR Business Partners	Years 1 - 6
Promote movement across the Council and partner organisations, through increased developing integrated career paths, secondment programmes and development opportunities	Karen Rowing/Steve Davies/HR Business Partners	Years 3 - 6
Make provision within the future service / consultancy contracts for job shadowing and work experience opportunities for Haringey employee talent pools.	Michael Wood / Philippa Morris	Years 1-2

Appendix B: People Strategy Action Plans

Theme 6: excellent people management and development

Objective 2 - Develop standards for Haringey managers			
Some suggested measures of success: <ul style="list-style-type: none"> Staff survey - I am clear on my manager's responsibilities for leading, managing and developing me: target 90% Staff survey - I am clear on my responsibilities for leading, managing and developing those who report to me: target 98% Sickness / Disciplinary: reduction in numbers 			
Action	Owner	Target dates	
Define expectations of Haringey managers: <ul style="list-style-type: none"> Develop and implement an 180 degree upward appraisal feedback tool Integrate into the people management process People management matrices – implement and use Institute six weekly performance meetings with Directors to review people management performance – alongside budgets and service performance 	Philippa Morris/Karen Rowing/HRBP's Steve Davies Stuart Young	Year 1 -5	
Support and embed an employee engagement model of management throughout internal communication and management development activities	Philippa Morris/Steve Davies/mike Browne		

Objective 3 - Equip managers and staff with the competencies they need to deliver efficient, effective and customer focused services and evidence Haringey's values.			
Some suggested measures of success: <ul style="list-style-type: none"> Staff Survey – My performance has improved as a result of the learning and development activities that I have undertaken: target 80% Staff survey - I have the knowledge and skills that I need to lead, manage and develop people reporting to me: target 95% Evidenced ROI for development programmes Retention of generic graduates within 2 years completion of the programme: 80% retained 			
Action	Owner	Target dates	

Appendix B: People Strategy Action Plans

Theme 6: excellent people management and development

Objective 3 - Equip managers and staff with the competencies they need to deliver efficient, effective and customer focused services and evidence Haringey's values.			
Launch and roll out of the Customer Charter	Chris Mclean Mike Browne	Year 1	
Evaluation of the HR/OD 'impact groups' that target areas of weak people , team or service performance <ul style="list-style-type: none"> Review areas to be supported as part of the business planning process Evaluate the impact of the support that has been given to date 	Karen Rowing/HR Business Partners/Eve Pelekanos	Year 1 - 5	
Delivery of the Council wide learning and development programme <ul style="list-style-type: none"> Evaluate return on investment for major learning and development activities every six months: Connect learning and development directly to service outcomes by identifying needs arising from the service planning and workforce people planning processes 	Karen Rowing	On going	
Continue the development, delivery and evaluation of council wide learning and development programmes including: <ul style="list-style-type: none"> Management and Leadership programme(s) for new, aspiring, middle and senior managers Generic graduate programme Coaching programmes for managers Social Work trainee scheme Aiming High National Vocational Qualification – care (level 2, 3, 4) Registered managers award (RMA adults) Social Care Learning and Development Opportunities 	Karen Rowing/Helen Ugwu/Paul Dugmore	Ongoing	
Improved management of learning and development activity and investment cross-council through Training Service Procurement category management	Mike Wood/ Philippa Morris/Timothy Beecroft	Year 1	
Delivery of Institute of Customer Service Awards qualification programme <ul style="list-style-type: none"> deliver and evaluate phase 2 pilot to 30-40 council staff mainstream ICS qualification into core programme (number supported to be determined by funding and outcomes of the pilot) 	Chris Mclean Karen Rowing/Rai Gallo	Year 1 Year 2	

Theme 6: excellent people management and development

Objective 3 - Equip managers and staff with the competencies they need to deliver efficient, effective and customer focused services and evidence Haringey's values.			
Phased roll out Skills for Life courses across the Council, including:		Karen Rowing	Years 1 - 8
<ul style="list-style-type: none"> Skills Pledge Go Awards 			
Development of a 'take your manager to work day' programme		Karen Rowing	Years 1 - 3
Continued evaluation and delivery of equalities training and network events: <ul style="list-style-type: none"> Springboard Programme for women Navigator development programme for men Directorate equalities lunches Women's stakeholder lunches Equality Impact Assessment training 		Eve Featherstone/Karen Rowing	Ongoing

Theme 7: workforce planning, mapping and shaping

What does this theme mean?

Ensuring the Council has effective succession and workforce planning procedures in place to meet current and future challenges.

Links to existing processes, tools or initiatives

- HR Business Partner development programme
- Current HR reporting
- People planning process
- Children's Workforce Plan
- Member Learning and Development Plan

Objective 1 - Achieving the national minimum data set		
Some suggested measures of success:		
<ul style="list-style-type: none"> • National minimum data set achieved 		
Action	Owner	Target dates
Meeting the National Minimum Data Set for Social Care: <ul style="list-style-type: none"> • Gather workforce data about the care sector 	Steve Davies/Leon Sommers	Years 1 - 3

Objective 2 - Improve the way HR information is used to anticipate and plan for current and future workforce challenges		
Some suggested measures of success:		
<ul style="list-style-type: none"> • Improved accuracy of HR establishment data • Monitoring of speed, quality and effectiveness of data maintenance processes • Feedback from management teams 		
Action	Owner	Target dates

Appendix B: People Strategy Action Plans

Theme 7: workforce planning, mapping and shaping

Objective 2 - Improve the way HR information is used to anticipate and plan for current and future workforce challenges			
Review the quality and presentation of current HR reporting/monitoring information:		Steve Davies	TBD
<ul style="list-style-type: none"> Ensure HR monitoring data meets the equalities duties prepare a revised reporting pack for management teams 			
Conduct a census cross-Council to establish more accurate HR data:		Steve Davies	TBD
<ul style="list-style-type: none"> Cleanse existing data Review and implement revised data maintenance procedures 			
<ul style="list-style-type: none"> Continue and identify new opportunities for joint workforce planning 		Steve Davies	Years 1 - 8
Identify opportunities for joint workforce development planning with partner organisations e.g. build on existing partnerships, to improve the basic skills of the workforce and our partners		Helen Ugwu/Karen Rowing/	Years 1 - 6

Objective 3 - Improve workforce planning and development across the Council and our partners			
Some suggested measures of success:			
<ul style="list-style-type: none"> Reduction in recruitment costs Reduction in temporary agency costs Reduction in number of staff recruited from outside partner organisations 			
Action	Owner	Target dates	
Integrate the People and Business Planning processes more closely	Eve Pelekanos Karen Rowing	Year 1	
To continue and identify new opportunities for joint workforce planning development with partners:	Karen Rowing	Years 1 - 6	
To define critical current and future skills needs and targeted development programmes (working with partners)	Karen Rowing	Years 1 - 3	

ORGANISATIONAL FITNESS

Ability of organisation to deliver excellent services

% of staff understand Haringey's aims & objectives

% of staff believe their performance has improved due to L & D

% of staff believe different parts of the Council work well together

% of staff believe the way we do things keeps improving

% of residents think Haringey are doing a good job

% of residents think Haringey keep them informed & involved

% of residents are satisfied with complaint handling

% of employees with over 2 and less than 10 yrs service

% of voluntary leavers within 1st year

% of internal promotions

RIDDOR reportable accidents per 100,000 employees

Redeployment savings

No. of FTE employees Council sickness equates to

Freq.	Score	Target	Rating
2 yr	90		←
2 yr	64		←
2 yr	47		←
2 yr	68		←
A	64		←
A	67		←
A	28	33.5	←
Q	49.4	60	↑
Q	12.9	10	→
Q	8.4	10	↑
Q	28.5	281	→
A	£ 105,346		←
M	292	261	↑

Effectiveness Index %

ORGANISATIONAL PERFORMANCE

Effectiveness of organisation in managing people performance

% who believe their opinion is sought on decisions about their work

% who feel their manager gives them timely performance feedback

% that have a written work plan or appraisal

% of staff who were clear about Council aims & objectives when joining

% of ET claims won by employee

Average no. of days suspended

% of teams with recorded absence

% of employees attending booked training courses

Sickness absence rate

Freq.	Score	Target	Rating
2 yr	64		←
2 yr	63		←
2 yr	75		←
2 yr	60		←
A	6.25	10	←
Q	121	70	→
M	85	90	←
Q	96	90	↑
M	10.04	8.8	↑

Effectiveness Index %

PEOPLE & OD CUSTOMER FOCUS

Degree to which People & OD delivers services that meet customers expectations and provide value

% of employees rating training courses as Good/Excellent to obj being met

Employees per HR & OD professional

Recruitment speed (no. of weeks)

% of successful redeployees

Average no. of days taken to redeploy an employee

% of new starters that get a part 1 induction

% of job evaluations completed within timescale

% of pre-employment paper screen checks within timescale

% of health referrals processed within timescale

Freq.	Score	Target	Rating
Q	83	80	↑
A	85	95	←
Q	11.24	10	→
A	31	33	←
A	69	60	←
Q	79	90	→
Q	98	90	↑
Q	92	90	←
Q	85	90	←

Effectiveness Index %

ORGANISATIONAL CAPACITY

Level of staff resourcing and capacity within the organisation

% agency staff as a % of workforce

% vacancy rate

% turnover

% voluntary turnover

% of employees from B & M E communities

% of employees declaring they have a disability

% of top 5% of earners from B & M E communities

% of top 5% of earners that are women

% of employees 55 and over

% of employees under 25

Freq.	Score	Target	Rating
Q	12.0	12	→
Q	N/A	15	→
Q	14.5	14.4	→
Q	9.5	9	→
Q	45.5	39.3	↑
Q	6.24	4.9	↑
Q	20.1	26	↑
Q	52.6	50	→
Q	14.8	25	→
Q	4.8	8	↑

Effectiveness Index %

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Appendix E:

CONTEXT AND CONSULTATION INFORMING THE PEOPLE STRATEGY

1 National Context

Local Government juggles a wide range of demands, needs (sometimes conflicting) and priorities.

Councils, working with partner organisations, are expected to lead our communities, becoming place-shapers and strategic leaders. We need to satisfy rising customer and citizen expectations and work with partners to integrate and personalise services around citizens' needs and choices.

We are expected to deliver on green agenda and climate change. We also need to respond to difficult cross-cutting issues such as:

- social exclusion,
- poor skills,
- drug abuse
- anti-social behaviour.
- an increasingly global economy,
- a growing elderly population,
- greater diversity rising migration.

All councils face these challenges in a context of tighter resources.

- CSR 07 – doing more with less with higher efficiency targets
- New CAA – new performance regime, working in partnership
- White Paper – leadership and place shaping
- Ageing local government workforce
- Local unemployment levels
- Employee engagement and a need to maximise employees' performance and support staff to work in different and more flexible ways.
- Changing models of delivery – new technology and new ways of working, procure vs. provide, shared services.
- Co-production of service delivery

These changes will necessitate the redesign of work processes, reduced staffing levels or redesigned jobs. Reward and job evaluations systems will need to be updated to reflect new structures and priorities. Some services may be outsourced, strategic partnerships may be set up.

These challenges are taking place in the context of a highly competitive labour market. The Improvement and Development Agency (IDeA) workforce survey states that:

'Attracting and retaining talent (is) a top priority. The number of skilled jobs in the economy is increasing and the numbers joining the labour market is reducing. Every big employer is looking for people who are good at problem solving and relationship building. All service organisations are looking for people who have excellent customer care skills. To ensure success, future workforce quality will be an important consideration ... There is also a major opportunity to link action on public sector workforce issues to authorities' place shaping and economic development role.'

2 Local Government Workforce Strategy

The Local Government Association/IDeA's *Local Government Workforce Strategy 2007* outlines the key strategic workforce priorities for local government to ensure that it has the flexibility and capacity to meet current and future challenges. The 2007 Strategy complements and supports the forthcoming CLG/LGA National Improvement and Efficiency Strategy.

Five strategic priorities from the predecessor Local Government Pay and Workforce Strategy have been retained - but the focus revised. This 2007 strategy sets out key actions for authorities, regional bodies and national bodies over the next few years. These five priorities are now:

- Organisational development – effectively building workforce support for new structures and new ways of working to deliver citizen-focused and efficient services, in partnership.
- Leadership development – building visionary and ambitious leadership, which makes the best use of both the political and managerial role, operating in a partnership context.
- Skill development – with partners, developing employees' skills and knowledge, in an innovative, high performance, multi-agency context.
- Recruitment and retention – with partners, taking action to address key future occupational skill shortages; promote jobs and careers; identify, develop and motivate talent ; address diversity issues
- Pay and rewards – modernising pay systems to reflect new structures, new priorities and new ways of working.

The proposed framework for the 2009 Audit Commission Use of Resources Assessment will emphasise the importance of using human resources to support the delivery of priorities. Effective workforce planning is proposed as a new area for the Use of Resources assessment. It will be important for councils to demonstrate a strategic approach to workforce planning within the new performance framework.

All local authorities will therefore need to maximise employees' performance, introduce more new technology and new ways of working, promote innovation and support staff to work in different and more flexible ways.

The workforce is the council's largest source of revenue investment. Getting the best possible return on this investment is essential if councils are to deliver value for money, the excellent services and the community leadership their residents need and want.

3 The IDeA Local Government Workforce Survey 2006

In 2006, 87.4% of authorities reported a recruitment or retention difficulty with one or more professional/managerial occupations, a fall from 93.4% in 2004 and 90.7% in 2005. 49.2% of authorities reported a recruitment or retention difficulty with one or more non-managerial/non-professional occupations, a fall from the 61.5% of 2005 and 58.4% of 2004.

The occupations most likely to receive market supplements were:

- i. Social Worker Children and Families (49.4% of authorities),
- ii. Building Control (39.7%), and
- iii. Environmental Health (36.5%).

The most common skills gaps were:

- organisational development and change management (72.1%),
- business process redesign and analysis (61.0%),

- performance management (59.9%) and
- people management (59.3%).

The least frequent (although still very high) skills gaps were customer relationships management (47.7%) and partnership working and community engagement (48.8%).

Annual Gross Training Expenditure (GTE) per employee (median) rose from £233 per annum in 2004/05 to £249 in 2005/06, matched by an increase in the GTE as a percent of payroll (median) from 1.2% to 1.3%. Authorities GTE on member development (median) rose again, increasing from £153 to £263 between 2001/2002 and 2005/2006.

The average (median) annual number of off-the-job training days per employee provided by authorities increased from 1.5 to 1.6 days between 2003/04 to and 2004/05, and was unchanged in 2005/06.

The median labour turnover rate in local government decreased from 14.6% in 2004/05 to 13.6% in 2005/06

4 The Local Context

Haringey ranks as one of the most deprived areas in the country with pockets of extreme deprivation in the east. Worklessness remains an issue in Haringey with around 50, 000 residents of working-age registered as not in work. Despite recent improvements in the employment rate for the borough, at 66.2%, it remains significantly below the England average of 74.4%.

These challenges present an opportunity for Haringey to take a leading role in coordinating action across partner organisations to address local workforce issues that impact on service delivery. As one of the largest employers in the borough, there is also an opportunity to link workforce development to our place shaping and economic development role as a council.

The People Strategy provides a framework for a coordinated approach to people management across the Council and borough. At a local level, there are a number of plans in place that People Strategy will contribute to and assist.

- The People Strategy will support the continued development and embedding of the values across the Council.
- The People Strategy will play a key role in achieving the Sustainable Community Strategy priorities of; 'people at the heart of change'; 'economic vitality and prosperity shared by all', and 'be people and customer focused'.
- Haringey's Local Area Agreement (LAA) will tackle the cross-cutting challenges in the borough. The People Strategy will help to support the achievement of specific LAA targets in relation to the number of people from the 12 'worst wards' helped into sustained work.

The Council has improved overall performance progressing from 2 to 3 stars over the last few years within the Comprehensive Performance Assessment framework. A range of measures are in place to ensure that the Council's improvement journey continues towards the highest level.

The People Strategy will fully support the delivery of the Council Plan. Elements of the strategy will shape elements of the council's performance management regime and staff engagement with and understanding of the Council Plan overall vision and its five priorities.

The People Strategy will deliver the personal and cultural changes needed for the council's workforce to become greener, fitter, healthier, and delivering excellent, customer focused, cost effective services

5 HARINGEY COUNCIL: OUR STRENGTHS AND AREAS WHERE IS CHANGE MOST NEEDED

5.1 Consultation and Analysis informing the People Strategy

A number of focus groups with senior and middle managers were held throughout August and October 2007 to discuss the key people issues facing the council and its workforce. There were 5 areas that managers consistently and repeatedly sited as key to ensuring that as an organisation Haringey achieves its ambitions, namely:

- We need to be more externally focussed
- We need visible and bold leadership
- We need to loosen the performance regime
- We need to encourage innovation at all levels
- Managers need to feel trusted to deliver

Additional focus groups were held and a short survey circulated to the Investors in People random sample group of 200 people (at all levels of the organisation). The response rate for the survey was approximately 35%.

The survey tested out people's views on a wide range of issues including ranging from the biggest workforce challenges facing Haringey through to the best things about working for Haringey, the things about working for Haringey that people would most like to improve.

5.1.1 Positives from the survey included:

The three best things about working for Haringey were:

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

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

The best things 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.'

'Good benefits; Good work environment'

'Living and working in the borough!'

'The challenge and the potential for achieving something outstanding'

5.1.2 Area for Improvement included:

Approximately 40% of managers cited that they spent too much time on administrative work. Common areas where respondents felt they spent too little time included:

- cross-Council project work (58%);
- strategic service planning (50%);
- personal development (50%);
- service innovation and improvement (40%);
- and acting as an ambassador for Haringey (43% - Senior Managers only)

Approximately a third of respondents felt the performance regime was too restricting and over two-thirds felt they would like greater opportunities to work in or with partner organisations and that there is not enough flexibility to move around the Council into different roles.

'Remind senior managers that we work with people, and not targets that have to be met every month!!!'

'Find a way to thank the staff for the extra work they do that is not seen by senior managers.'

'Get senior managers to visit their services and spend time with the service users.'

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%
-
- Improvement ideas included:
 - 'Reduce sense of instability/uncertainty; 'Demonstrate value for staff at all levels'
 - 'Introduce more flexible working; improve cross departmental contact and working; transparent and more democratic decision making i.e. involving staff in strategic and policy development decisions.'
 - 'Better and more together leadership; Greater planning of changing demands; Better Member understanding of the framework the officers work within'
 - 'Improving the Public's perception of the Council and that anecdotal ' poor performance ' has long since passed; Removing the last traces of 'blame culture'.
 - 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.

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

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

- 4) One Council approach, particularly through the creation of more flexible roles and career paths
- 5) The need to improve Harinet and accessibility and sharing of knowledge / information.

The need for better communications was frequently cited as needing 'improvement' throughout the consultation for the People Strategy. However, what is meant by *good* communication varied enormously between people and teams. It was clear that what interested one group did not necessarily interest another; that different groups of staff wanted information to be conveyed in different ways; that stories resonate more than data.

Whilst good internal communications is the responsibility of everyone in the organisation, managers clearly have a central role in this – as has CEMB; Communications and Consultation, OD and HR; Members and IT. Each group has a different role to play; each will have different levels of accountability, responsibility and input into the activities needed to drive and deliver good employee engagement and effective internal communications.

5.2 Workforce data informing the development of the People Strategy

The Council employs approx 6985 people (excluding teachers and casual staff), making it the largest employer in the borough. Most employees live locally. The turnover rate within the council is in line with the London average at 14.6%.

In terms of the **Audit Commission performance measures on the workforce**, the following are the key measures and Haringey performance¹:

5.2.1 Areas of strength:

- The percentage women in the top 5% earners - 54.2% (BV11a)
- The percentage of Black, Asian and Minority Ethnic (BAME) staff within the top 5% earners – 18.2% (BV11b)
- The percentage of the workforce from BAME backgrounds – 44.9% (BV17a)

5.2.2 Areas for improvement:

- The percentage of staff declaring they are disabled – 3.56% (BV16a)
- The council's workforce is ageing, with 15.5% aged 55 or over
- 4% of staff are aged under 25 compared to 15% in the whole economy
- The percentage of staff aged over 50 increases in the higher pay grades
- Sickness absence is just above the London borough average at 9.14 sick days per employee
- The council does not currently monitor the workforce on sexuality or faith
- The council does not currently monitor success rates of candidates by the six equalities strands (age, disability, ethnicity, faith, gender and sexuality)

5.2.3 Areas of most recruitment difficulty:

- a) Children and Family Social workers and social carers
- b) Environmental health officers
- c) Traffic and Highways engineering
- d) Planning officers
- e) Building control
- f) Trading standards

¹ Haringey Council Employment Profile, April 2006 – March 2007 edition

g) Occupational therapy

- 5.3 Our **2006 staff survey** and people management monitoring showed that our performance management framework is now well embedded with 88% of permanent employees receiving an annual performance appraisal (SAP monitoring), almost four times the figure for 2002. Some 94% of staff said they understood how their work helped the council to achieve its aims, 90% understood the objectives of the council.

Less positively, only 52% of staff thought that their manager coached them to improve their performance and only 63% of staff felt they received timely feedback.

- 5.4 In November 2006 we retained **Investors in People status** against the newer and harder standard. Commenting on interviews with staff the report found; 'an excellent level of enthusiasm and initiative.'

In summary, our areas of strength were:

- 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

Areas where development were:

- 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

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General Purposes Committee**on 29 September 2008**Report Title: **Equal Pay Review Agreement**

Forward Plan reference number (if applicable):

Report of: **Assistant Chief Executive, People & OD**Wards(s) affected: **[All / Some (Specify)]** Report for: **[Key / Non-Key Decision]****1. Purpose**

1.1 To approve the package of conditions agreed with the unions for implementing 'Single Status' in the council in accordance with the NJC for Local Authorities Staff National Pay Settlement. This will achieve equality of pay and conditions for staff.

2. Introduction by Cabinet Member (if necessary)

2.1 I concur with the contents of the report and would like to thank all those involved officers and the trade union in reaching this agreement.

3. Recommendations

3.1 That the terms of employment as described in the appended papers be implemented.

Report Authorised by: **Stuart Young, Assistant Chief Executive, People & OD**

Contact Officer: **Steve Davies, Head of Human Resources 020 8489 3172****4. Chief Financial Officer Comments**

4.1 The Chief Financial Officer confirms that the impact of the additional on-going revenue costs arising out of the equal pay review agreement as set out in paragraph 8.1 have been addressed in previous budget setting. A central contingency has been set aside to address the general fund pressure; schools have a provision to cover back dated pay and are committed to building in budget to cover the increased on-going costs whilst the catering costs will be met through the overall trading account.

4.2 It is unlikely that the final phases of evaluation will produce any significant additional budget pressures.

5. Head of Legal Services Comments

- 5.1 The Head of Legal Services has been consulted on the content of this report. The package recommended for agreement has been designed to provide justifiable grades and conditions of service for Council staff in relation to considerations of general gender equality and the impact of the Equal Pay Act 1970 and related legislation.
- 5.2 A collective agreement between the Council and relevant trades unions, within the framework of the Council and Employee Joint Consultative Committee, will have the effect of producing a lawful variation in the contracts of employment of all Council staff within the scope of that committee, whose contracts allow for the incorporation of such locally determined terms and conditions of employment.

6. Local Government (Access to Information) Act 1985

7. Strategic Implications

- 7.1 The proposed package of employment terms aim to enable the Council to operate within the terms of the NJC for Local Authorities Staff and the relevant employment legislation.

8. Financial Implications

- 8.1 The recurring revenue costs of the grade changes arising out of the agreed package are estimated at £2.77 million. This cost is shared as follows:
- General fund £1.75 million
 - Schools £0.51 million
 - Catering £0.51 million
- 8.2 The estimate of these ongoing costs has been considered as part of the budget process. The costs assume that savings are made in allowances and overtime, both of which feature in the appended package. There are number of other unknowns in terms of the evaluation process that may impact on the final figures, but these should not be significant.

9. Legal Implications

- 9.1 As described at paragraph 5

10. Equalities Implications

- 10.1 The package ensures that equality of employment conditions is free from gender bias. In developing the package an Equality Impact Assessment has been

undertaken to ensure that the proposals do not adversely affect any of the council's equality themes.

11. Background

- 11.1 The national pay 'Single Status' agreement 2004 for Local Government Service workers (former manual and officer staff) stated that Local Pay Reviews should be undertaken to harmonise the pay and conditions of manual workers and officers.
- 11.2 In addition to harmonisation another key aspect of the agreement is to make pay and conditions fair and equal for all, especially with regard to pay for women and men.

12. Consultation and Agreement with the Unions

- 12.1 Following lengthy discussions over more than 2 years with union officers at a local, regional and national level we reached agreement on a package with the UNISON and UNITE (T&G) unions and they balloted their members pushing for a 'Yes' vote in favour of the package. .
- 12.2 The Unison ballot closed on 2 July and 91% voted Yes for the new package.
- 12.3 The Unite (T&G) ballot closed on the 25 July and they voted Yes by a ratio of 3 to 1 for the new package.
- 12.4 The GMB union also recently concluded a ballot on the package and 73% of those who voted were in favour of the package.
- 12.5 Therefore a special meeting of the Council & Employee Joint Consultative Committee was convened on 11 September 2008. The meeting unanimously agreed the package and this constitutes a collective agreement to vary the contract of employment in respect of all proposed changes to terms and conditions of employment.

13. Consultation with other stake holders

- 13.1 Members have been consulted at points throughout the development of the package and the council's service Directorates have been actively involved.
- 13.2 A staff communications and engagement exercise has taken place to ensure that employees are aware of the proposals. The activities include: letters to staff in payslips, staff newsletter and team brief articles, roadshows run jointly with the unions at various Council locations, and a letter detailing the individual implications for staff.

14. The Package

14.1 The full package is attached as Appendix A. However, a summary of key elements in the package is outlined below.

14.2 Annual Leave

Manual workers will get an annual leave increase of 1 day each.

All staff will be able to acquire long service annual leave sooner. So, instead of having to work 10 years to get 3 extra days, after 6 years service they will get 1 extra day, after 8 years service an additional day, and after 10 years service a further days annual leave.

The extra leave is effective from 1 April 2007. Any additional leave will be added to this years leave. If staff work in a school any extra leave will be reflected in the rate of pay.

14.3 Job evaluation and re-grading

We have agreed to use the Greater London Provincial Council job evaluation scheme to evaluate all jobs. We will evaluate job descriptions to determine the grade staff should be on. We have already jointly evaluated many jobs with union representatives and this shows that

- All manual graded workers get a pay grade increase. This will be backdated to 1 April 2007.
- Approx 80% of staff on other grades in manual type jobs get a grade increase. Again any increase will be backdated to 1 April 2007.
- Other staff such as Care Managers, Benefits & local taxation jobs, Site Managers, Classroom and Learning support assistants, Learning Mentors, Residential Care staff, Library staff, Nursery Nurses, Playworkers, Social workers, Customer Services officers, Community Support Workers will be evaluated soon. Most (over 80%) will not see any change in grade but if you do it will be backdated to 1 April 2007.

Of the remaining staff – other staff on PO2 grades or below will be evaluated during this year and any grade changes will be backdated to 1 April 2008. For staff graded PO3 and above the evaluations and changes will take effect from 1 April 2009. Note - approx 15% will get a grade increase and potentially less than 5% may see their grade go down but will get pay protection for a period of years until their new pay catches up

14.4 Grade Changes

At the bottom of the pay scale two new grades will be introduced - Sc1A and Sc1B. This will benefit the lowest paid staff. Also we have agreed to delete the PO1 grade because of equal pay difficulties with the degree of overlap. Current PO1 staff will be protected until we re-evaluate the job and determine whether the job should be SO2 (new PO1) or PO2. If the grade is SO2 pay protection will apply.

New Scale 1A & B			PO1 grade changes		
SCP	NEW PAY STRUCTURE		SCP	Current Grade structure	
4			29	SO1	
5			30		
6	Sc1A		31		
7			32	SO2	
8	Sc1B		33		
9			34		PO1 deleted
10			35	PO2	
11	SC2		36		
12			37		
13			38		
SCP	NEW PAY STRUCTURE		SCP	NEW PAY STRUCTURE	
29			29	SO1	
30			30		
31			31		
32			32	old SO2 In future will be called PO1	
33			33		
34			34		
35			35	PO2	
36			36		
37			37		
38			38		

14.5 Notice

Staff will need to give notice of leaving to the end of the next month after resignation, and they will need to notify both their manager and Human Resources. For example, a leaver on 18 June needs to give notice until 31 July. An earlier termination date can be agreed with Human Resources and the manager.

14.6 Other changes

- Bonus payments and low pay supplements for manual workers will cease, although some productivity schemes will remain where these can be justified in equal pay terms.
- Contractual overtime remains unchanged. But voluntary overtime rates (where no set extra hours are written into your contract) for grades Sc1 - 6 will change from time and a half (1½) to time and a third (1.33) and double time to time and a half. This will affect less than 4% of staff.
- Recruitment and retention payments may be introduced for those staff where market and recruitment conditions justify this.

15. Timetable for Implementation

15.1 Our proposed timetable for implementing the changes is

September 2008	Agreement signed by council and unions
October 2008	Implement staff regrades for manual workers already job evaluated by unions and management. Note – payments backdated to 1 April 2007.
October 2008 – January 2009	Undertake job evaluation of key staff groups including Classroom & Learning support assts, Learning mentors, Childrens Centre staff, Nursery Nurses. Note – any grade changes backdated to 1 April 2007.
January – March 2009	Continue with job evaluation for other jobs graded PO2 or below. Any grade changes backdated to 1 April 2008.
April – September 2009	Continue job evaluation for all PO3 and above jobs. Any grade changes backdated to 1 April 2009.

Equal Pay and Conditions Review

1. Package arrangements

The proposals contained within this document are a single package. If changes are made to any item this may result in a change to another item. Changes proposed to single items are not to be negotiated separately.

This package will only apply to those staff within the scope of Equal Pay & Conditions project – All staff including Youth workers, craft workers, former manual and officer staff, social workers, day nursery staff, support staff working in schools, but excluding Teachers and Soulbury staff. The implementation date of this Agreement is 1 April 2007 unless otherwise stated.

2. Pay Structure

A proposed pay structure is attached at Appendix A.

The principles are:

- Introduces two new grades at the bottom of the structure
- Retains the existing structure from Sc2 to SO1
- Introduces new grade structure changes at SO2-PO2 level to delete the existing PO1 grade. This will result in the current SO2 grade being re-titled and called PO1. This change will take effect in line with the agreement to re-evaluate jobs in the SO2-PO2 range in line with the timetable outlined below in para 4.

Greater flexibility will be introduced to allow for the potential for additional non consolidated increments in recognition of good performance and adjustment of grade anchor points to take account of recruitment and retention difficulties.

3. Range Grades

There are currently a number of range grades that exist across the council. A range grade is a number of grades linked together e.g. PO1-3. Range grades will not be restricted in their application, so in theory can apply to any range of grades within the pay structure.

It is important to review range grades and their progression criteria to comply with equal pay legislation. Therefore they need to be justified to the Head of HR. A review period for the range grade will be built in so that the reasons for justifying the range grade are updated. It may be that the reasons are no longer justified, in which case the range grade will need to cease.

Where range grades apply each grade within the range needs to be justified. Therefore the specific differences that apply to the job to justify payment of each grade must be identified in the job description and person specification/ competency profile.

Progression from one grade to the next level needs to be justified by way of a record (this may be performance appraisal or a letter) that outlines how the employee meets the requirements to justify payment at the next level. Progression within grades will be by normal annual increments.

Range Grade Criteria are attached at Appendix E.

4. Job Evaluation Proposals

The new GLPC job evaluation scheme will be used to evaluate all jobs evaluated after the date of the agreement.

Any resulting grade adjustments will take account of the Assimilation, Protection and Pay Justification arrangements detailed below.

HR advisors will conduct the evaluations but we will send the results to the unions in advance of releasing the result to staff. This will give the unions the opportunity to query any job evaluation issues that might arise. Any union review must be conducted within a short timescale e.g. 5 working days, to ensure HR service delivery is maintained. This will help to resolve any issues with a job evaluation before it is raised with the employee. It will also help to reduce the number of job evaluation appeals. This process will only apply for the purpose of the initial evaluation on the new GLPC job evaluation scheme.

Following the initial job evaluation on the GLPC job evaluation scheme the practice that will apply is that HR advisors will conduct the evaluations and then will notify the manager of the result. The unions can request a copy of the evaluation if they wish to (this is same process as present.)

It is proposed that job evaluation using the new GLPC scheme will be carried out in accordance with the following timetable.

Phase 1

Phase 1 will evaluate all Manual graded jobs plus a number of jobs identified jointly by a panel of Council representatives and trade union officers on the basis of a risk assessment and equal pay impact assessment. The assessment identified jobs to be evaluated using the following criteria

- Manual occupation based jobs
- those jobs on national based grades e.g. social workers;
- jobs with a disproportionate number of one gender compared to the Council gender profile (this is approx 70% women, 30% men).

In total all these categories of jobs cover 4321 staff. The list of jobs identified as a result of this risk assessment are outlined in Appendix B.

The effective date of these regrades will be 1 April 2007.

Phase 2 and 3

As a result of the risk assessment and equal pay impact assessment of jobs jointly undertaken by Council representatives and trade unions the Council intends to deal with the job evaluation of the following staff groups on a different timetable to those staff identified above.

The Council is satisfied that an appropriate risk and equal pay impact assessment has been done of these jobs to justify implementing a different timescale for these.

The proposed timetable and groups of jobs are identified below.

Evaluation Group	Evaluation Timetable	Effective date of regrade
Remaining Sc1-6 jobs and SO1 – PO2 jobs not identified in the lists referred to paragraph 4a above.	During financial year April 2008 to March 2009	1 April 2008
PO3 – PO8 jobs	During financial year April 2009 to March 2010	1 April 2009

Where job evaluations are undertaken earlier than the scheduled timetable the effective date of regrade will be dependant upon when the evaluation date falls. For example, if a PO3 job is evaluated in June 2008 it will be effective from June 2008. However, if the same PO3 job is evaluated in September 2009 (during it's scheduled timetable) the effective date will be 1 April 2009.

If it can be shown subsequently by a joint panel of unions and management that a job should have been included the first phase of evaluation under the GLPC scheme by reason of the disproportion of one gender within that group, and that the employee has been the subject of unequal treatment by reason of their gender and who are upgraded in the latter phases of the evaluation, they will have an effective date of 1 April 2007 applied to their evaluation.

5. Job evaluation (JE) Price tag

It is proposed to adopt a Haringey Price tag. This is attached at Appendix C.

This shows the difference between the existing GLPC price tag and the proposed price tag.

Adjustments to the GLPC price tag have been agreed and we have undertaken a thorough impact assessment on the new price tag.

6. Job Evaluation Appeals

Employees will be allowed to appeal against the job evaluation the first time the post is evaluated using the new GLPC scheme.

Subsequent job evaluations for the post will be on the following basis. Employees will be able to appeal against job evaluations where their grade goes down. Employees whose grade remains the same or increases may request a review of the evaluation by a different officer in HR than involved in the original evaluation.

It is recommended that the GLPC job evaluation questionnaire, or similar questionnaire based on this, is used when undertaking a job evaluation review or appeal.

Appeals should be submitted within 10 working days of the grade notification to the employee. Where a number of employees are appealing and are in the same job these will be grouped together in a class action appeal.

An Appeal Panel will be convened to re-evaluate the job. The Appeal Panel will consist of an experienced job evaluator from HR, a Senior Manager independent from the service where the post is based and two experienced job evaluators from the union side independent from the case being appealed.

Appeals will be conducted within reasonable timescales depending on availability of resources, but usually within 2 months of the appeal notification.

Representations about the job will be heard from the manager and employee (in class action appeals up to 3 employees will be able to make representations). The purpose is to better understand the job and not too debate the evaluation being appealed.

The role of the Appeal Panel is to act as a model of good evaluation practice. Therefore the Appeal Panel may re-evaluate all elements of the job, and not just those items disputed by the appellant, if it views the initial evaluation as being wrong. It needs a majority of 3 panel members to agree to change the grade. If there is stalemate on grade evaluation then the original evaluation will stand.

7. Assimilation Arrangements

It is proposed that where jobs are evaluated using the GLPC scheme and Haringey price tag that they be put onto a minimum point on the new grade in the pay structure that is at least equal to their previous pay grade increment. Where the new basic pay exceeds the old total pay – basic pay plus allowances (but excluding overtime) – those allowances that have been agreed to go (see attached list at appendix D) will cease to be paid.

Where an evaluation results in a loss of pay the individual will be put on the top spine point of the grade. This will not apply to range grades, although the principle of this point will be applied in spirit.

Where the new basic pay does not exceed the old total pay, the allowances that have been agreed to go will still cease but appropriate compensation/transition arrangements will apply.

For the remaining staff these will retain their existing grade structure and there will be no change until after job evaluation.

New grade structure changes at SO2-PO2 level will become effective following evaluation of these posts. The revision will delete the existing PO1 grade. This will result in the current SO2 grade being re-titled and called PO1. For staff in grades SO2 – PO2 they will be assimilated onto revised grades as and when they have been evaluated in accordance with the job evaluation timetable outlined above.

8. Pay Progression

Incremental progression for staff on all grades of will remain as at present with progression to the next increment on the grade scale each 1 April unless in post less than 6 months in which case it will be 6 months from start date.

9. Future evaluations/Justification for retaining pay levels

The GLPC Job Evaluation scheme will be used for all future evaluations of grades after the date of this agreement.

The resultant job evaluation may result in a change in grade up, down or at same level as previously. Where the grade changes from what it was previously there will be three options to pursue as follows

- Review or appeal the job evaluation
- Revisit the job description and apply additional duties where there is a service benefit. Any additional duties should be cleared with HR.
- Where justified, determine whether a range grade might be appropriate for the post
- Consider whether Recruitment & Retention allowances are justified. Note - these will only be applied where market pay levels are an issue and they need to be objectively justified and reviewed – see section below.

For staff whose contractual pay entitlements go down the protection arrangements will apply (see below). Please note that any protection will only apply to those staff affected by first time around GLPC job evaluation whose grade goes down. It is not applicable to redeployment situations.

10. Recruitment & Retention allowance/Market Supplements

Recruitment and Retention (R&R) increments can be requested where market issues demonstrate that it is difficult to recruit or retain staff unless an adjustment to pay is made.

Any R&R increment adjustment will have to be justified on the basis of the likely impact on the job group of down grading the staff, i.e. difficulty of retaining staff and recruiting new staff because of the lower pay. This justification will be backed up by hard data/ evidence.

It is important to note that a difference in pay may be justified in equal pay terms where an objective justification can be provided that is not based on gender.

The Head of HR will have to sign off R&R increment adjustments in consultation with Director of the Service and Executive Member. A delegated authority form will need to be completed.

A review period will need to be built into any R&R increment adjustment (e.g. 3-5 years) and at the time of review the same justification exercise will need to be determined and signed off.

R&R increments will not attract any plus rates e.g. overtime, weekend enhancements, etc.

Additional information about Recruitment & Retention allowances is contained at Appendix F.

11. Compensation proposals

It is proposed that existing manual graded employees be afforded an individually calculated compensation payment not exceeding a value determined using the following formula:

Best average value of comparative bonus for current manual grade comparator × 6 years reduced by 40% (in recognition of the following elements – 25% fee that would be deducted by a no win no fee solicitor, 10% for inflation prior to 2006/07 bonus payments, 5% voluntary nature of the compensatory payment).

Any payments will be pro rated to length of service and hours worked.

In addition compensation will be granted to existing workers whose pay rates have been frozen or 'held back' for a period of time. For example Heads of Kitchens who are one pay award in arrears of other staff. These staff will be afforded a compensation payment based on the loss of the pay award rate x 6 years reduced by 40% as outlined above. Any payments will be pro rated to length of service and hours worked.

This agreement includes provision to award Equal Pay compensation to employees with Equal Pay claims under the Equal Pay Act 1970 as amended, Article 141 of EU Treaty, the Equal Treatment Directive and all other domestic and EU provisions relating to equality of pay (“the Equal Pay Provisions”), and “Equal Pay Claims” shall mean any and all such claims as any employee has or might have under the Equal Pay Provisions and which the council and the relevant Trade Unions identify as being claims **which would have a reasonable prospect of success** before an Employment Tribunal, and which relate to the employment period prior to 31 March 2007, which is the effective date of implementation of the pay and grading review.

Employees who are not satisfied with the outcome of a claim for compensation can still pursue a claim through the Employment Tribunal where such a claim has not been compromised.

12. Protection arrangements

These protection arrangements will only apply to those staff affected by first time around GLPC job evaluation whose grade goes down. It is not applicable to redeployment situations.

The effective date for the application of any protection arrangements will apply in accordance with the timetable for the effective date of job evaluation regrade, as outlined above.

It is proposed that 1 year’s protection will be given to employees whose grade goes down followed by frozen pay until the pay of the new grade catches up with the frozen pay level.

Pay protection = pay awards and incremental increases retained.
Frozen pay = pay frozen at a set level with no pay awards or incremental increases until such time as the pay of the new grade catches up to the frozen pay.

Protection/ freezing will apply to contractual pay entitlements that go down and will cover basic pay and any allowances that will cease to be paid as a result of this review. If allowances are still valid for payment then protection/ freezing will only apply to the basic pay since any allowances, if relevant, will still be paid.

In order to ensure that the pay protection arrangements do not perpetuate pay differences that are unsustainable in equal pay terms, pay protection will be limited and subject to review at the end of a three year period by HR and the unions and if it appears that protection has continued beyond the 3 years to any material extent, steps are taken to bring such continuing protection to an end.

13 Allowances proposals

The table in Appendix D shows the list of allowances, bonus payments etc. that the council currently provide.

The table identifies whether the allowances should be retained, reviewed or go.

Where the recommendation is to go this, in most cases, is on the assumption that the allowance is paid to staff on manual grades only and that it can be subsumed within the new pay grade following GLPC job evaluation.

Where a review is proposed these will be subject of review and further proposal to ensure they meet equal value principles. Proposed changes for overtime, shift pay, irregular hours, etc. are outlined the table below.

Up to and incl. Scale 6	Current (summary)	Proposed
Contractual overtime above 36 hours per week	Mon – Sat = time and half (x1½) Sundays = double time (x2) Stat, Public holidays = double time (x2) plus compensatory day off	No change. Retain current rates for contractual overtime
Additional hours – Overtime above 36 hours per week	Mon – Sat = time and half (x1½) Sundays = double time (x2) Stat, Public holidays = double time (x2) plus compensatory day off	Mon – Sat = time and a third (x1.333) Sunday = time and half (x1½) Statutory, Public holidays = x1½ Plus compensatory day off
Saturday & Sunday working as part of normal working week	Saturday = x1½ Sunday – up to SCP11 = x2 Sunday – Scp 11 & above = x1½	Retain current levels. Considered same as contractual overtime.
Night work	8pm – 6am = time and third	No change. 8pm – 6am = time and a third (x1.333)

Up to and incl. Scale 6	Current (summary)	Proposed
Shift pay – Total period covered is 11 hours or more	<u>Alternating shifts</u> 2 shifts between 11-14 HR s = 12½% of salary 2 shifts more than 14 HR s = 14% of salary <u>Rotating shifts</u> 3 shifts over 5/6 days = 17% of salary 3 shifts over 7 days = 20% of salary	Any shift pattern = 10% of salary Note – any loss of pay will invoke the protection arrangements.
Irregular hours working – Qualifying period - A period 1½ hours before or after normal office hours	4 – 8 hours in excess of qualifying period per week = 7½% of salary 8 hours or more in excess of qualifying period per week = 10% of salary	No enhancement refer to night work, overtime and Saturday/ Sunday working rules. Note – any loss of pay will invoke the protection arrangements.
SO1 and above	Current	Proposed
Overtime	Planned overtime rates set (1/4/07) at SO1 – SO2 = £18.48 PO1 – PO3 = £19.80 PO4 – PO8 = £21.48	No change. Note - Uprated in line with national agreements. (These are not contractual unless specified in the contract)

Currently overtime calculations only include an element of London Weighting in the calculation. This stands at £105 per year for officers and £120 for manuals.

We propose to harmonise the London Weighting element to £120 for all and going forward we will increase this amount by the pay award percentage increase each year starting from April 2008.

14 Notice changes

To reduce the impact of late leavers notification which cause overpayments it is proposed that employees need to give notice to the end of the month after the month in which the employee resigned. For example, a leaver on 20 November needs to give notice until 31 December.

An earlier termination date can be agreed with Human Resources and the manager.

15. Annual leave

At present the council gives employees with 10 years local government service between 2-3 additional days annual leave depending on grade/work group.

Also under single status manual workers get less basic leave than other staff. Therefore to avoid equal value claims it is important to harmonise leave provisions.

The proposals for leave are as follows.

Leave entitlements are pro rata for part-time employees. Employees qualify for increases in annual leave following completion of X years of local government service and the leave will be applied the following April. See table below for full time entitlements.

No of years service	Current	Proposed	Current No change	Current	Proposed	Proposed	Proposed
Grades (Spinal point)	1-4 Yrs	1-4 Yrs	5 Yrs	10 Yrs	6 Yrs	8 Yrs	10 Yrs
Scale 1-4 (1-21)	21	21	25	28	26	27	28
Scale 5 (22-25)	24	24	25	28	26	27	28
Scale 6 – SM5	26	26	26	29	27	28	29
Directors/Chef Exec	32	32	32	35	33	34	35
Manual Grades (Sp 1-11)	20	21	25	27	26	27	28
Craft Grades	21	21	26	28	26	27	28

NB. The above does not apply to specific groups of employees, e.g. residential social workers, nursery officers, youth workers.

In addition to annual leave entitlement the following is granted - All Public Holidays; plus two extra statutory days and two additional privilege days which will be fixed or added to the leave entitlement.

It is also proposed that all staff will be able to request to borrow up to 5 days leave from the next leave year subject to senior manager approval. Staff may only borrow leave for 2 consecutive years and then they will be barred from borrowing leave for the next 2 years.

Arrangements for carry over of annual leave will remain as at present with up to 5 days annual leave carry over subject to approval by the manager and exigencies of the service.

16. Long service awards

At present the Council gives employees with 25 years local government service a gift of up to £207 in value.

It is proposed to set the gift at a level of £210 for employees with 20 years Haringey service. This will be increased in line with the nationally agreed pay increase percentage.

17. Reimbursement of expenses

We propose to adopt a system of reimbursement of reasonable expenses via payroll for travel, meals or overnight stays in place of set allowances.

We propose that:

Employees necessarily incurring additional expense in the course of their work in respect of travel, meals or overnight accommodation will reimburse approved expenses, subject to appropriate evidence of expenditure being produced, in accordance with local arrangements.

This is in line with national 'Green Book' conditions.

Meal claims - It is only expected that expenditure will be reimbursed for meals that would not normally be taken by the employee. It would not be appropriate to reimburse meal expenses where the employee normally buys a meal. For example, if a sandwich and drink is normally bought at lunchtime by the individual and they need to travel to a different location and buy a sandwich and drink then reimbursement will be based on the difference in costs. Where the costs are incurred outside the borough the reimbursement of expenditure will be in full subject to the maximum reimbursement level of £8.00.

A receipt should be produced to validate the expenditure.

It is proposed that claims for meals expenditure will be subject to a maximum reimbursement level of £8, however, it is recognised that for some staff who travel abroad this cut off level may be inappropriate and therefore discretion is granted to the line manager to approve a greater level of reimbursement than £8.00 where they feel this is justified.

Travel and accommodation claims

For reimbursement of travel and accommodation expenses the parameters for levels of expenditure need to be discussed and agreed in advance with the manager.

18. Car Loans

It is proposed to cease the offer of car loans to staff that qualify for this arrangement.

The council do not have the expertise or systems to comply with requirements of the Consumer Credit Act in terms of giving early settlement advice and loans can be obtained from the high street at better interest rates than the council can give.

In circumstances where an individual is unable to obtain credit due to a poor credit rating, the Council will act as a guarantor with the Council approved bank.

19. Staff benefits

We will link with a provider in a partnership that will promote discounts on shopping, days out and holiday offers, in addition to promoting local business promotions and offers.

We have already introduced Child Care vouchers. We will also consider other staff benefits schemes. These will be via an appropriate provider/agency that can run and manage these schemes.

20. Package agreement

Following agreement between the employers' side and trade unions it is proposed that both groups will consult with staff on the package at the same time.

The trade unions will be seeking a vote from their members on the acceptance or rejection of the package. If a Yes vote is obtained the package arrangements will be incorporated into contracts of employment.

Appendix A

Proposed pay structures

Pay rates with effect from 1 April 2006

Current Main Grade structure			PROPOSED PAY STRUCTURE		
SCP			SCP		
4	GR1	£13,545	4		£13,545
5	GR2	£13,782	5		£13,782
6	GR3	£13,902	6	Sc1A	£13,902
7	GR4	£14,271	7		£14,271
8	GR5	£14,646	8	Sc1B	£14,646
9	GR6	£15,012	9		£15,012
10		£15,279	10		£15,279
11	SC2	£15,498	11	SC2	£15,498
12		£15,795	12		£15,795
13		£16,170	13		£16,170
14	SC3	£16,440	14	SC3	£16,440
15		£16,746	15		£16,746
16		£17,109	16		£17,109
17		£17,475	17		£17,475
18	SC4	£17,787	18	SC4	£17,787
19		£18,393	19		£18,393
20		£18,999	20		£18,999
21		£19,632	21		£19,632
22	SC5	£20,097	22	SC5	£20,097
23		£20,643	23		£20,643
24		£21,258	24		£21,258
25		£21,885	25		£21,885
26	SC6	£22,539	26	SC6	£22,539
27		£23,235	27		£23,235
28		£23,937	28		£23,937
29	SO1	£24,825	29	SO1	£24,825
30		£25,602	30		£25,602
31		£26,358	31		£26,358
32	SO2	£27,084	32	New PO1 old SO2	£27,084
33		£27,834	33		£27,834
34		£28,578	34		£28,578
35	PO2	£29,139	35	PO2	£29,139
36		£29,865	36		£29,865
37		£30,660	37		£30,660
38		£31,509	38		£31,509
39		£32,481	39		£32,481
40		£33,303	40		£33,303
41	PO4	£34,137	41	PO4	£34,137
42	PO4	£34,962	42		£34,962

Current Main Grade structure		
43		£35,799
44		£36,636
45		£37,416
46	PO6	£38,286
47		£39,126
48		£39,963
49		£40,782
50		£41,685
51		£42,597
52		£43,527
53		£44,418
54	PO8	£45,609
55		£46,548
56		£47,469
57		£48,402
58		£49,374
59		£50,337
60		£51,294
61		£52,266

PROPOSED PAY STRUCTURE		
43	PO4	£35,799
44		£36,636
45		£37,416
46	PO6	£38,286
47		£39,126
48		£39,963
49		£40,782
50		£41,685
51		£42,597
52		£43,527
53		£44,418
54	PO8	£45,609
55		£46,548
56		£47,469
57		£48,402
58		£49,374
59		£50,337
60		£51,294
61		£52,266

Appendix B

List of jobs to be job evaluated in line with the Collective agreement and identified in paragraph 4a – with an effective pay date of 1 April 2007

All former manual graded occupations - Plus

The following manual related and other equal pay risk assessed occupations as identified below

Job Family	Current Grade
Accommodation Officer	SO2
Assistant Site Manager	Sc4
Basketball Coach	YCSWR
BLT Assistant	Sc4
BLT Court Officer	SO2
BLT Officer	SC5 Sc6
BLT Officer Senior	SO1
BLT System Support Officer	SO1
Care Manager	ASW Sc6 SW3 SW3QU SW3UQ SWO
Centre Manager	SO2
Classroom Assistant	Sc3 Sc4 SC5 Sc6
Community Care Officer	Sc6
Creche Worker	Sc3
Customer Service Officer	SO1
Day Service Officer	SC5
Deputy Head of Centre	PO3
Deputy Manager	RH7
Detached Project Leader	YCSWR
Detached Team Leader	YCSWR
Education Welfare Officer	PO1
Family Centre Worker	RH5 SO2
Family Support Officer including Support Workers	SO2
Head Of Kitchen	Sc3
Home Care Manager	PO1
HR Support Officer	Sc6
Information Telephonist	SC5
Learning Mentor including Coordinator and Secondary	SC5 Sc6 SO1 SO2
Learning Support Assistant	Sc3 Sc4 SC5

Job Family	Current Grade
Lettings Officer	SO2
Librarian	Sc6
Library Assistant	Sc3 Sc4
Library Counter Assistant including Saturday Assistants	Sc2 Sc3
Night Residential Social Worker	RH5
Nursery Nurse	Sc3 Sc4 SC5 Sc6 SO1
Nursery Officer	Sc6 SO1
Occupational Therapist	PO3C
Parks Patrol Officer	SO2
Playworker	Sc2 Sc3 Sc4 SC5
Positive Futures Train Youth Worker	YCSWR
PT Team Leader	RH5
Pupil & Family Advisor	SWC
Residential Crisis Worker	RH5
Residential Social Worker	RH5
Remand & Bail Officer	SW3UQ
Scheme Support Manager	SO1
Senior Community Support Worker	RH6
Senior Nursery Officer	DN7 PO1
Senior Playworker	Sc4
Senior Special Needs Assistant	SO1
Senior Teaching Assistant	Sc6
Senior Youth Support Worker	YCSWR
Sickle Cell Care Manager	SW3
SIO Attendance and Welfare	SW3
Site Manager including Acting, Peri, Relief and Residential	Sc3 Sc4 SC5 Sc6 SO1
Site Manager Cleaner	Sc4
Senior Library Assistant	Sc6
Social Services Officer	SW3 SW3UQ
Social Work Assistant	SW3UQ
Social Worker including Hospital, Mental Health and Approved	ASW MHSW RH5 SWC SWO

Job Family	Current Grade
Special Needs Assistant	Sc3 Sc4 SC5 Sc6
Special Needs Officer	SO1
Special Needs Welfare Assistant	Sc4 SC5 Sc6
Special Nursery Nurse	Sc6
Street Enforcement Officer	PO1
Supernumery BLT Officer Senior	SO1
Supernumery Reviewing Officer	PO5C
Support Worker	SW3UQ
Teaching Assistant including Learning Mentors	Sc3 Sc4 SC5 Sc6 SO1
Team Leader	PO1 RH5 SO1 YCSWR
Team Manager Community Support	RH7
Technical Assistant	Sc3
Trainee Social Worker	SO1 SW3 SWO
Unqualified Social Worker	SW3UQ
Welfare Assistant	Sc3 Sc4 SC5 SO1
Welfare Officer	Sc2
Youth Support Worker	YCSWR
Youth Worker	YCSWR
Trainee Youth Worker	YCSWR

Appendix C**Haringey Price Tag proposal****GLPC Price tag****GLPC pts distribution**

Grade	Min Pts	Max Pts	Diff
Sc1a	180	217	
Sc1b	218	257	40
Sc1c	258	298	41
Sc2	299	338	40
Sc3	339	379	41
Sc4	380	419	40
Sc5	420	461	42
Sc6	462	496	35
SO1	497	533	37
SO2	534	558	25
PO1	559	585	27
PO2	586	610	25
PO3	611	637	27
PO4	638	662	25
PO5	663	689	27
PO6	690	714	25
PO7	715	799	85
PO8	800	1000	201

Above replaced by jointly developed price tag below

Grade	Min Pts	Max Pts	Diff
Sc1a	180	287	
Sc1b	288	325	38
Sc2	326	351	26
Sc3	352	387	36
Sc4	388	425	38
Sc5	426	470	45
Sc6	471	495	25
SO1	496	533	38
SO2	533	533	0
PO1	534	570	37
PO2	571	590	20
PO3	591	610	20
PO4	611	635	25
PO5	636	655	20
PO6	656	675	20
PO7	676	695	20
PO8	696	1000	

Appendix D**Allowances, Bonus and Additional payments**

Schedule listing different payment types and whether proposal is for it to change, go or be retained.

WAGE TYPE	Total Amount	Count	Average Payment	Retain/ REVIEW / Go	Comment
ALLOW - Low Pay Supplement Cook Total	£717	10	£72	GO	
ALLOW - Low Pay Supplement Eesct Total	£5,133	77	£67	GO	
ALLOW - Low Pay Supplement GKA Total	£10,042	181	£55	GO	
ALLOW - Low Pay Supplement GR1 Total	£12,171	256	£48	GO	
ALLOW - Low Pay Supplement HCare Total	£3,523	73	£48	GO	
ALLOW - Low Pay Supplement Op11 Total	£4	2	£2	GO	
ALLOW - Low Pay Supplement Op12 Total	£11	1	£11	GO	
ALLOW - Low Pay Supplement Op13 Total	£70	4	£18	GO	
ALLOW - Low Pay Supplement Op14 Total	£560	107	£5	GO	
ALLOW - Low Pay Supplement Op15 Total	£409	92	£4	GO	
ALLOW - Low Pay Supplement Op16 Total	£28	69	£0	GO	
ALLOW - Low Pay Supplement Sesct Total	£637	9	£71	GO	
ALLOW - Low Pay Supplement SLcIn Total	£842	11	£77	GO	
ALLOW - Low Pay Supplement SLgr3 Total	£492	20	£25	GO	
ALLOW - Low Pay Supplement smsa Total	£12,024	428	£28	GO	
ALLOW - Low Pay Supplement SS/AC Total	£4,794	56	£86	GO	
ALLOW - Low Pay Supplement ssma Total	£1,720	89	£19	GO	
ALLOW - Low Pay Supplement vsmsa Total	£1,530	24	£64	GO	
ALLOW - Low Pay Supplement vssma Total	£99	2	£50	GO	
ALLOW - Low Pay Supplement Total	£7,540	161	£47	GO	
ALLOW - Potters Bar Allow Total	£35,972	34	£1,058	GO	No longer relevant. Staff transferred under TUPE arrangements
ALLOW - Regist. All(+1.5) Total	£1,674	2	£837	GO	No longer relevant. Removed when staff moved onto officer scales

WAGE TYPE	Total Amount	Count	Average Payment	Retain/ REVIEW / Go	Comment
ALLOW - Regist. All(+2) Total	£1,026	2	£513	GO	No longer relevant. Removed when staff moved onto officer scales
ALLOW - SCP Laundry Allow Total	£299	18	£17	GO	School crossing patrol staff 18 x Gr2 both men & women
ALLOW - SMSA Add Duty Total	£32,489	56	£580	GO	50 x Gr2 women and 3 x Gr2 man, plus 2 x Gr5 women
ALLOW - Split Duty Total	£4,988	99	£50	GO	53 x women and 15 x men Gr1 and Gr5
BONUS - Annual Bonus Total	£9,699	472	£21	GO	one off annual payment for low paid
BONUS - Attendance Bonus Total	£30,667	67	£458	GO	Parks staff attendance bonus payment
BONUS - Leisure Bonus Total	£16,175	23	£703	GO	22 x Leisure Attendants Gr3 or Gr6 mostly men
BONUS - Library Bonus Total	£4,607	4	£1,152	GO	4 x Gr3 Caretakers in Libraries men
BONUS - London Excess Total	£10,261	1339	£8	GO	1p per hour low pay adjustment for Gr 1 - 6 staff
BONUS - Minor Main Bonus Total	£4,153	6	£692	GO	5 x Gr5 men, school caretakers
BONUS - Porters Bonus Total	£18,939	17	£1,114	GO	16 men Gr3 & Gr5, 1 Sc5 woman
BONUS - Transport Bonus Total	£55,742	25	£2,230	GO	23 x Gr5 men, 2 Gr5 women - Drivers
ALLOW - Porters Allowance Total	£231	3	£77	GO	3 x Gr3 men
BONUS - Pks Prd Bon GR1 Total	£3,301	2	£1,651	GO	Gardeners
BONUS - Pks Prd Bon GR2 Total	£8,414	4	£2,103	GO	Gardeners
BONUS - Pks Prd Bon GR3 Total	£41,320	19	£2,175	GO	Gardeners
BONUS - Pks Prd Bon GR4 Total	£5,007	3	£1,669	GO	Gardeners
BONUS - Pks Prd Bon GR5 Total	£10,089	4	£2,522	GO	Gardeners
BONUS - Pks Prd Bon GR5+1 Total	£5,405	2	£2,703	GO	Gardeners
BONUS - Pks Prd Bon GR5+2 Total	£42,006	15	£2,800	GO	Gardeners
BONUS - Pks Prd Bon GR6+3 Total	£6,177	2	£3,089	GO	Gardeners
BONUS - Bonus Total	£82,269	35	£2,351	GO	4 male sewer ops Gr5, 10 male parking staff Gr3, 8 men & 1 woman Gardeners various Gr 2 - 5, 6 male mobile cleaners Gr3-5
BONUS - Bonus Adjustment Total	£1,738	5	£348	GO	5 x Cleaners/ Caretakers in schools
BONUS - Bonus Arrears Total	£1,916	13	£147	GO	
BONUS - CABS Total	£2,688	1	£2,688	GO	School caretakers claims
OTHER - Retainer cash Total	£10,582	86	£123	GO	casual staff

WAGE TYPE	Total Amount	Count	Average Payment	Retain/ REVIEW / Go	Comment
OTHER - School Meals Payments	£539,663	1230	£439	RETAIN	Retain – but proper criteria to be applied to those that can qualify for payment. 650 SMSA's, 200 Nursery Nurses, 80 Welfare Asst, 160 Teaching Asst, 30 Learning Mentors, 110 others
ALLOW - Non Resident. Allw Total	£356	2	£178	RETAIN	2 x Gr5 men
ALLOW - SCP Pen Allow Total	£390	3	£130	RETAIN	Pensions allowance to make up for difference transferring from Met Police. 3 School Crossing Patrol staff Gr2 men – moving to Sc1b
BASIC - Reg. Unsocial Total	£4,125	14	£294	RETAIN	Contractual unsocial hours payment to home care staff
BONUS - Catering U/staff. Total	£13,137	183	£72	REVIEW	Claim payment for staff covering others. Needs to be revised. No justification compared to other staff in the council. Will be replaced by alternative bonus/ productivity arrangements and overtime.
BONUS - Cleaning U/staff. Total	£116,560	133	£876	REVIEW	Claim payment for staff covering others. Needs to be revised. No justification compared to other staff in the council. Will be replaced by alternative bonus/ productivity arrangements and overtime.
BONUS - Performance Bonus Total	£62,613	53	£1,181	REVIEW	Justified bonus payment based on quantifiable performance information. Gardeners Gr3 - 6, 90% men Needs to be revised to take account of differentials in pay following regrade but loss of productivity bonus. This scheme is judged capable of being extended to other occupational groups, such as <u>catering staff in the preparation of schools meals</u>. A commitment is given to exploring this.

WAGE TYPE	Total Amount	Count	Average Payment	Retain/ REVIEW / Go	Comment
BONUS - Understaffing Total	£16,384	70	£234	RETAIN	Claim payment for SMSA, staff covering other absent employees. Needs to be revised. Justification for retention on basis of additional responsibility for looking after extra children. Therefore similar in principle to acting up or honoraria payment for additional duties.
ALLOW - Baby Sitting Allow Total	£1,382	6	£230	RETAIN	Claim payment for staff attending evening meetings
ALLOW - Clothing Allowance Total	£5,994	82	£73	GO	This will be absorbed by regrade increase. One off annual payment to Enforcement staff in Environment, Homecare staff, and Porters
ALLOW - Dog Food Allow Total	£2,853	4	£713	REVIEW	Merge dog food and exercise allowance into one payment to be determined by service based on current rates. 4 x Sc6 men get this for feeding dogs in Parks service
ALLOW - Exercise Allow Total	£4,463	4	£1,116	REVIEW	Merge dog food and exercise allowance into one payment to be determined by service based on current rates. 4 x Sc6 men get this for walking dogs in Parks service
ALLOW - Medical Allowance Total	£399	3	£133	RETAIN	Payable to schools staff. 1 x Gr1, 1 x Sc3, 1 x Sc4 all women.
ALLOW - Shift Pay S&L Total	£10,884	19	£573	REVIEW	8% allowance on basic pay. Men & women grades Gr3 and Gr6 in Leisure centres get this. Proposal is to get 10%
ALLOW - Shift Pay Total	£19,174	30	£639	REVIEW	Men & women various grades Gr 2 – 5. Porters, Care Asst's, Caretakers get this. Proposal is 10%
ALLOW - Site.Man.Swim.Pool Total	£5,205	3	£1,735	RETAIN	2 x Sc5 and 1 x Sc6 all men in Schools - Site Managers get this for maintenance of swimming pools. Formula based allowance. Justified.
BASIC - B/Hol Enhancement Total	£74,701	374	£200	RETAIN	

WAGE TYPE	Total Amount	Count	Average Payment	Retain/ REVIEW / Go	Comment
BASIC - Hsg Trans. Pay Total	£22,949	30	£765	REVIEW	Homes for Haringey staff only. Not relevant. Estate Services Officers - 26 x Gr3 Men, 3 x Gr3 women, 1x Sc6 man
BASIC - London Weighting Prks Total	£6,804	3	£2,268	RETAIN	Engineers London Weighting rate. Play Fitters in Parks.
BASIC - Reg. Night Enh. Total	£119,807	33	£3,631	RETAIN	90% manual grades - 18 x Gr4 Night Care Asst all women, 10 x Night Res RH5 women
BASIC - Reg. Saturday Enh Total	£243,277	288	£845	RETAIN	100 x Libraries staff mostly Sc 3-6, 12 x Parking Attendants, 120 x Care Assts/ Home Care Gr 3-6
BASIC - Reg. Sunday Enh man Total	£235,607	143	£1,648	RETAIN	Man Gr 1- 6 22 men, 121 women - homecare, mobile cleaners, night care staff
BASIC - Reg. Sunday Enh off Total	£13,588	14	£971	RETAIN	
BASIC - Saturday Enh Total	£72,512	151	£480	RETAIN	Leisure attendants, cleaners, emergency response officers, support workers
BASIC - Sun/BH Enh RHOP Total	£57,574	104	£554	RETAIN	
BASIC - Sunday Enh Man Total	£38,507	70	£550	RETAIN	
BASIC - Sunday Enh Off Total	£21,614	32	£675	RETAIN	
OTHER - Long Service Award Total	£10,446	54	£193	REVIEW	Proposal to give £210 after 20 years Haringey Service. Improvement to existing arrangement.
OVERTIME - Addit. Hours x 1 (TN) Total	£1,062,764	1019	£1,043	RETAIN	Additional hours payment to part timers working extra hours. Not pensionable
OVERTIME - Addit. Hours x 1 (TNP) Total	£106,523	559	£191	RETAIN	Additional hours payment to part timers working extra hours. Pensionable
OVERTIME - Call Out @ 1 Total	£4,175	5	£835	RETAIN	Call out payment for Parks staff. Plain time rate.
OVERTIME - Call Out @ 1.5 Total	£56,886	33	£1,723	RETAIN	Call out payment for Emergency response team and duty staff in residential homes within Adults service
OVERTIME - Call Out @ 2 Total	£2,431	6	£405	RETAIN	Call out payment for Emergency response team in Adults service and Porter, Wood Green
OVERTIME - Call Out @ Plan Total	£70,364	28	£2,513	RETAIN	
OVERTIME - O/T Lower Rate @ 1 Total	£34,950	39	£896	RETAIN	Site managers in schools get fixed overtime rates for doing specific additional duties (but not the full job). This will be kept the same.

WAGE TYPE	Total Amount	Count	Average Payment	Retain/ REVIEW / Go	Comment
OVERTIME - O/T Lower Rate@1.5 Total	£5,790	13	£445	RETAIN	Site managers in schools get fixed overtime rates for doing specific additional duties (but not the full job). This will be kept the same.
OVERTIME - Overtime @ 1.5 Total	£556,693	461	£1,207	REVIEW	Change rate to Time & third (1.33) as per proposal
OVERTIME - Overtime @ 2 (T/S) Total	£1,686	5	£337	REVIEW	Change rate to Time & half (1.5) as per proposal
OVERTIME - Overtime @ 2 Total	£140,047	461	£303	REVIEW	Change rate to Time & half (1.5) as per proposal
OVERTIME - Overtime @1.5(T/S) Total	£9,594	10	£959	REVIEW	Change rate to Time & third (1.33) as per proposal
OVERTIME - Parking Addit. HR s. Total	£14,136	15	£942	RETAIN	Plain time rate for Parking staff. Gr3 and Gr5 14 men, 1 woman
OVERTIME - Parks Flat Rate O/T Total	£35,391	30	£1,180	GO	Parks staff contractual overtime rate (£9.25 per hour) This will be replaced by the appropriate overtime rates.
OVERTIME - Planned Overtime Total	£352,270	378	£932	REVIEW	Overtime rates given to officers graded SO1 and above. Proposal is to pay plain time rate instead of set rates up to grade PO4.
OVERTIME - Reg Overtime @ 1.0 Total	£16,430	14	£1,174	RETAIN	Contractual overtime
OVERTIME - Reg Overtime @ 1.5 Total	£199,642	132	£1,512	RETAIN	Contractual overtime 25 x Drivers, 50 x Site Mgrs Schools, 27 Parking Attendants, 14 Porters
OVERTIME - Reg Planned O/T Total	£12,083	6	£2,014	RETAIN	Contractual overtime rates for officers graded SO1 and above. SO1 - PO5 7 men, 8 women
OVERTIME - Sleeping in CSS Total	£15,221	13	£1,171	GO	Will be replaced with standard sleeping in duty payment.
OVERTIME - Sleeping In Duty Total	£44,124	45	£981	RETAIN	
OVERTIME - Stand-By Duty Total	£25,899	42	£617	RETAIN	
OVERTIME - Stand-By Duty@Plan Total	£98,282	39	£2,520	RETAIN	Stand-by duty overtime for officers graded SO1 and above
OVERTIME - Unsocial Hours (T) Total	£3,941	39	£101	RETAIN	
OVERTIME - Unsocial HR s (T/S) Total	£4,123	42	£98	RETAIN	
ALLOW - Haringey Factor Total	£1,900	7	£271	REVIEW	Bring in line with Recruitment & Retention payment principles. Recruitment and retention payment to certain Social Workers

WAGE TYPE	Total Amount	Count	Average Payment	Retain/ REVIEW / Go	Comment
ALLOW - Pager Deputy Allow Total	£5,759	8	£720	RETAIN	Justified payment for call out purposes.
ALLOW - Pager Holder Allow Total	£16,863	10	£1,686	RETAIN	Justified payment for call out purposes.
ALLOW - Reg. Sleep In Total	£4,311	7	£616	RETAIN	
OTHER - Staff Subsistence Total	£96	1	£96	RETAIN	
OVERTIME - Waking Night Total	£18,460	49	£377	RETAIN	
ALLOW - Bikers Payment Total	£247	1	£247	RETAIN	
ALLOW - Cycle Allowance Total	£2,129	9	£237	RETAIN	
ALLOW - Disturbance Allow Total	£2,722	14	£194	RETAIN	
ALLOW - Driving Licence Total	£1,000	2	£500	RETAIN	
ALLOW - First Aid Total	£37,502	271	£138	RETAIN	
BASIC - Acting Up Total	£22,595	108	£209	RETAIN	
BASIC - Addit Percentage Total	£383,798	220	£1,745	RETAIN	Typically this is for Irregular hours payment. Most staff in Sc3 - 6 pay grades
OTHER - Eye Test Total	£6,798	267	£25	RETAIN	
OTHER - Simply Health Sub Total	£4,014	96	£42	RETAIN	subsidy to staff on simply health scheme
BASIC - Addit Basic % Total	£19,441	10	£1,944	RETAIN	Bring in line with Recruitment & Retention payment principles. Mostly IT staff get this as Retention allowance
ALLOW - HGV Licence Total	£162	1	£162	RETAIN	
ALLOW - Lab Tech Adv Cert Hgy Total	£303	1	£303	RETAIN	
ALLOW - Lab Tech Cert Hgy Total	£1,146	7	£164	RETAIN	
ALLOW - Language Payment Total	£22,437	155	£145	RETAIN	
ALLOW - Management Allow 1 Total	£843	1	£843	RETAIN	Teachers
ALLOW - Management Allow 3 Total	£2,895	1	£2,895	RETAIN	Teachers
ALLOW - Rec & Retention Total	£4,118	1	£4,118	RETAIN	Teachers
ALLOW - Special Needs 2 Tch Total	£3,714	1	£3,714	RETAIN	Teachers
ALLOW - Telephone Allow Total	£20,921	132	£158	RETAIN	
BASIC - Abs Adjust. (TN) Total	-£1,349	2	-£674	RETAIN	
BASIC - Abs Adjust. (TNP) Total	-£7,381	44	-£168	RETAIN	
BASIC - APT Allowance Total	£1,030	2	£515	RETAIN	2 Pathology Technicians
BASIC - Basic Hours (Sat) Total	£69,091	261	£265	RETAIN	
BASIC - Basic Hours (Sun) man Total	£79,578	169	£471	RETAIN	
BASIC - Basic Hours (Sun) off Total	£11,636	38	£306	RETAIN	
BASIC - Basic Hours Total	£431,519	715	£604	RETAIN	
BASIC - Jury Service Total	-£31,892	44	-£725	RETAIN	
BASIC - London Weighting Adv Total	£38,524	29	£1,328	RETAIN	Advice Bureau staff conditions

WAGE TYPE	Total Amount	Count	Average Payment	Retain/ REVIEW / Go	Comment
BASIC - London Weighting Chof Total	£146,658	97	£1,512	RETAIN	Chief Officers conditions
BASIC - London Weighting ILO Total	£19,730	8	£2,466	RETAIN	North London Waste conditions
BASIC - London Weighting Soul Total	£117,036	54	£2,167	RETAIN	Soulbury staff conditions
BASIC - London Weighting Yth Total	£46,459	63	£737	RETAIN	Youth worker conditions
BASIC - Nights (Mon-Fri) Total	£60,978	25	£2,439	RETAIN	10 x Night Residential Workers mostly women, and 14 x Home Care Asst Gr4 mostly women. Time and third payments
BASIC - Nights (Saturday) Total	£2,106	7	£301	RETAIN	6 x Night Care Asst Gr4 women.
BASIC - Nights (Sunday) Total	£2,877	6	£479	RETAIN	6 x Night Care Asst Gr4 women.
BASIC - Payable OMP Total	£308,100	122	£2,525	RETAIN	Maternity pay
BASIC - Payable OSP Total	£3,994,872	4839	£826	RETAIN	Sick pay
BASIC - Protected Allow Total	£4,201	2	£2,100	RETAIN	
BASIC - Sessional Hours Total	£3,673	2	£1,836	RETAIN	
BASIC - SMP amount Total	£359,044	131	£2,741	RETAIN	
BASIC - SSP Amount Total	£557,247	2299	£242	RETAIN	
BASIC - Strike Action Total	-£55	9	-£6	RETAIN	
OTHER - A/L In Excess Total	-£462	1	-£462	RETAIN	
OTHER - Adj To Pay (NT) Total	£3,875	22	£176	RETAIN	
OTHER - Adj To Pay (TN) Total	£49,050	97	£506	RETAIN	
OTHER - Adj To Pay (TNP) Total	£235,380	409	£576	RETAIN	
OTHER - Canvass Expenses Total	£5,958	64	£93	RETAIN	Election duties
OTHER - Canvass Fee Total	£43,129	69	£625	RETAIN	Election duties
OTHER - Car allowance	£412,407	511	£807	RETAIN	
OTHER - Car Lump Sum Adj	£1,496	19	£79	RETAIN	
OTHER - Car Mileage Casual (NT)	£54,983	142	£387	RETAIN	
OTHER - Car Mileage Essential (NT)	£134,507	304	£442	RETAIN	
OTHER - Car Mileage Essential (T)	£255	2	£127	RETAIN	
OTHER - Conference Subs. Total	£752	3	£251	RETAIN	
OTHER - Conference Travel Total	£1,135	6	£189	RETAIN	
OTHER - Creche Payment B cash Total	£18,717	12	£1,560	RETAIN	Claim payment - Staff who work in Creche on casual basis
OTHER - Ext. Course - Subs Total	£31	2	£16	RETAIN	
OTHER - Ext.Course -Travel Total	£151	2	£75	RETAIN	
OTHER - Gen.Teach. Council Total	£102	2	£51	RETAIN	Teachers
OTHER - Honorarium Total	£525,825	317	£1,659	RETAIN	
OTHER - Lens Prescription Total	£9,785	163	£60	RETAIN	
OTHER - Occ Plus Rates Total	£1,454	22	£66	RETAIN	claim payment temporary staff
OTHER - Outstanding A/L(T) Total	£5,883	8	£735	RETAIN	

WAGE TYPE	Total Amount	Count	Average Payment	Retain/ REVIEW / Go	Comment
OTHER - PET - Travel Total	£134	6	£22	RETAIN	Post entry training
OTHER - Sessional Cash TN Total	£24,746	45	£550	RETAIN	casual staff
OTHER - Sessional Cash TNP Total	£25,488	31	£822	RETAIN	casual staff
OTHER - Telephone Allow Total	£152	4	£38	RETAIN	
OTHER - Travel Exp. TN Total	£2,160	3	£720	RETAIN	
OTHER - Travel Exp. (EEE) Total	£23,553	135	£174	RETAIN	
OTHER - Varifocal Lens Total	£8,288	78	£106	RETAIN	
OTHER - VAT Total	£584	17	£34	RETAIN	
RETAINERS – Officer staff on 40 week term time contracts including SMSA, Catering and School Crossing Patrol staff				RETAIN	Justification for retention of Retainer payments outlined in Appendix G below.

Appendix E**RANGE GRADES**

Range grades are where a post spans more than one grade. A range grade should cover no more than three grades. Range grades will not be restricted in their application, so in theory can apply to any range of grades within the pay structure.

Range grades are deemed suitable where:

- There is scope to gain additional skills and knowledge which can be actively applied in a higher grade in the workplace.
- Where the nature of the post means there is a high variation in the skill level of applicants and the grade has to be tailored to accommodate this.
- The nature of the work means that there will be scope to do work at a higher level in the near future.
- The post provides a programme of learning and development where skills can be actively applied in a higher grade in the workplace.

For example there may be a lack of skilled workers in a specific trade, therefore a manager may wish to recruit trainees who can move through range grades in accordance with the increase in their level of skill.

If the post does not meet the suitability criteria the application of a range grade is unjustified and may be in breach of the Equal Pay Act.

The job description for a range grade post must show the skills/ competencies required at each grade level and the individual should be placed in the grade commensurate with their skills/ competencies and experience.

Employees on range grades will not automatically be placed permanently into a higher grade. If they are at the maximum salary of their current grade they will remain there until the conditions below are met, they will then progress into the next grade.

- They have met the requirements of the higher grade
- There must be scope for the individual to work permanently at a higher grade. Where a permanent posting at the higher grade is not feasible e.g. there is already sufficient staff to cover the majority of higher level work, managers should look at paying an appropriate amount for the periods the individual is working to a higher grade through honoraria.
- Their appraisal shows all targets have been met and achieved in a competent and professional manner
For example:
 - Gaining a recognised professional qualification at a specific level
 - Gaining specific skills/ competences and applying them in the workplace.

Progression from one grade to the next may be achieved by one of the following methods:

1. On appointment the skill/experience the individual will bring to the role justifies an above minimum point.
2. Application by the individual or manager following appraisal.

It is anticipated that the employee and manager will have a discussion during the annual appraisal review about the likelihood of a successful application to go to the higher the grade level.

A successful application is likely to exhibit the following:

- An appraisal with all targets met and achieved in a competent and professional manner.
- A supporting statement/portfolio of work from the individual outlining their key achievements and reasons why they feel they should be on the higher grade.
- A supporting statement from the line manager making reference to the capability of the employee and a business case for the individual being upgraded.

Evidence should be given to the Service Level/ Business Unit Manager who must approve progression onto the next grade.

If an individual is not recommended for progression to the next grade by their manager they have the right request a review by HR.

Reviewing range grades

There is no guarantee that when placed on a range grade the employee will remain on a range grade. The use of range grades will be subject to periodical review by the service (no greater than 3 years). As part of the review managers must consider whether there is a business need to retain the range grade and produce a statement either supporting the retention or removal of the range grade. In addition an equality impact assessment must be conducted to ensure that the range grades do not present any gender bias within the structure to ensure they meet equal pay requirements. Any changes must be communicated to the employees affected and also to HR.

Range grades will be necessary under certain circumstances e.g. where there is a lack of skilled workers and a range grade is used whilst the individual is training. The skills base in the population may change over time or there could be a reduction in workload and no scope for work at a higher level. Under these circumstances a range grade would no longer be appropriate.

Appendix F**RECRUITMENT AND RETENTION ALLOWANCE**

Haringey acknowledges that our employees are our best asset and that due to external factors recruitment and retention allowances will be required for some posts in order to attract and retain good employees.

Recruitment and retention allowances are linked to the post, not the person. They cannot be paid to someone because of their level of skill or experience.

A recruitment / retention allowance is deemed suitable where there is evidence of one or more of the following:

- The post has been advertised on more than one occasion and a suitable applicant could not be recruited.
- Pay benchmarking exercises show that similar local authorities offer recruitment and retention allowance or a higher salary for the same work.
- A national /local skills shortage where the council is competing with a number of other employers for applicants.
- The post is highly specialised with a limited number of potential applicants.

If the post does not meet the suitability criteria the attraction of a recruitment and retention allowance is unjustified and may be in breach of the Equal Pay Act.

Range grades are not eligible for recruitment and retention allowances.

Before making a case for a recruitment / retention allowance the manager should ensure that the job has been evaluated at the correct grade by reviewing the job description.

On recruitment managers must make a business case stating the reason for the recruitment allowance. The decision as to whether a recruitment allowance is justified is taken by Head of HR in consultation with Director of the Service and Executive Member. A delegated authority form will need to be completed.

If the allowance is for a member of staff already in post (retention allowance; for example many staff in the team have left as other employers are paying more for the same post) the manager should follow the process above.

Employment trends change and a recruitment / retention allowance for a post will not be justified indefinitely. As such where a recruitment/ retention allowance is given the employee's contract must state that the post attracts

the allowance for a fixed period (no greater than 3 years), that there is no automatic extension and that any extension is subject to a review.

At the end of the fixed period the manager must again make a business case following the original procedure for approval.

Recruitment and retention allowances will be paid as increments.

Recruitment and retention increments will be pensionable, subject to tax and N.I deductions and will be taken into consideration for calculating sick leave.

Recruitment and retention increments will not attract any plus rates e.g. overtime, weekend enhancements, etc.

Appendix G - Retainer payments

Outlined below is a table of the proposed payment arrangements for Retainer payments including a justification for such a payment.

Retainer justification - A retainer allowance provides for the fact that the job may require staff to attend work during closure periods, the requirement to take their holidays in fixed periods and the inability to benefit from arrangements such as flexi time and TOIL when taking part in additional activities and working over and above their hours.

Grade Group	Description	Number of Years Service				
		1 to 4 Yrs	5 yrs	6 yrs	8 yrs	10 yrs
Sc1-4	Weeks Worked	40	40	40	40	40
	Holidays	4.2	5	5.2	5.4	5.6
	Stat & Privilege	0.8	0.8	0.8	0.8	0.8
	statutory days	1.6	1.6	1.6	1.6	1.6
	totals	46.6	47.4	47.6	47.8	48
	retainer 33% on remaining weeks	1.8	1.5	1.5	1.4	1.3
	Totals Including retainer	48.4	48.9	49.1	49.2	49.3
Sc5	Weeks Worked	40	40	40	40	40
	Holidays	4.8	5	5.2	5.4	5.6
	Stat & Privilege	0.8	0.8	0.8	0.8	0.8
	statutory days	1.6	1.6	1.6	1.6	1.6
	totals	47.2	47.4	47.6	47.8	48
	retain 33% on remaining weeks	1.6	1.5	1.5	1.4	1.3
	Totals Including retainer	48.8	48.9	49.1	49.2	49.3
Sc6	Weeks Worked	40	40	40	40	40
	Holidays	5.2	5.2	5.4	5.6	5.8
	Stat & Privilege	0.8	0.8	0.8	0.8	0.8
	statutory days	1.6	1.6	1.6	1.6	1.6
	totals	47.6	47.6	47.8	48	48.2
	retainer 33% on remaining weeks	1.5	1.5	1.4	1.3	1.3
	Totals Including retainer	49.1	49.1	49.2	49.3	49.5

[No.]

Agenda item:

General Purposes Committee

On 29 September 2008

Report Title: **Sickness Trigger Levels**

Forward Plan reference number (if applicable): **[add reference]**

Report of: **Assistant Chief Executive (People & OD)**

Wards(s) affected: **ALL**

Report for: **Key decision**

1. Purpose

1.1 To approve a revision of the council's trigger levels when managers need to formally review an employee's sickness absence.

2. Introduction by Cabinet Member – Cllr Charles Adje

2.1 The Council has been striving to bring down the level of sickness absences and has introduced methods of improving employee's health as well as quick Intervention processes with a view to assisting employee attendance. I therefore concur with the proposals outlined in the report.

3. Recommendations

3.1 To approve amendment of the Council's trigger level for formally monitoring an employee's sickness levels to at least 5 days absence in a rolling 12 month period, or earlier if there is cause for concern. This will be pro rated for part time staff.

Report Authorised by: **Stuart Young, Assistant Chief Executive (People & OD)**



Contact Officer: **Steve Davies, Head of Human Resources, 020 8489 3172**

4. Chief Financial Officer Comments

4.1 The Chief Financial Officer has been consulted over the contents of this report and notes that there are no additional direct financial implications arising from this recommendation however, if it leads to reduced sickness absence this will improve productivity and overall value for money.

5. Head of Legal Services Comments

The Head of Legal Services has been consulted on the content of this report. Changes to the Council's arrangements concerning sickness monitoring in order to achieve a greater consistency of approach will assist in the fair application of those procedures.

6. Local Government (Access to Information) Act 1985

6.1 No documents that require to be listed were used in the preparation of this report.

7. Financial Implications

7.1 There are no additional financial implications arising out of the changes proposed in this report.

8. Legal Implications

8.1 The comments of Head of Legal are outlined in paragraph 5.

9. Equalities Implications

9.1 The proposals outlined in the report will have no detrimental impact in equalities terms on the way in which sickness is managed.

10. Background

10.1 The Council's sickness trigger levels were last considered in April 2001 as part of a Scrutiny Review.

10.2 The current trigger levels for managers to conduct an attendance review meeting are - an employee has 8 days absence in a rolling year, has 3 periods of absence in 3 months, is absent continuously for 20 days, or earlier if there is cause for concern.

10.3 The aim of the attendance review meeting is to understand the reasons for the employee's absence and seek to improve this through a combination of support and/or warnings about the impact of the absence on their performance.

10.4 The current level of sickness stands at 9 days per employee as at July 2008. This has reduced from a high of 10.4 days at July last year.

- 10.5 The level of long term sickness stands at 4.36 days and short term sickness at 4.64 days.
- 10.6 The council's sickness target level is 8.8 days with a stretch target of 8.5 days.
- 10.7 Research by the Chartered Institute of Personnel & Development shows that the most effective tools for managing sickness absence overall, and in particular for short term absence, are return to work interviews and the trigger mechanisms to review attendance.

11. Proposals

- 11.1 Consistent targeting of management action on sickness has helped to reduce sickness levels over the last 12 months but it is recommended that to simplify the monitoring process and further improve sickness levels and achieve the council's targets that a single trigger level be introduced.
- 11.2 It is proposed that the new trigger level be any sickness absence period of at least 5 days in a rolling 12 month period, or earlier if there is cause for concern. This will be pro rated for part time staff.
- 11.3 A single sickness trigger will help to avoid any confusion about when management action should be taken. At present with 3 variable levels of trigger there is a potential for confusion as to when managers should undertake formal monitoring of an employee's sickness absence.

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REPORT TEMPLATE

Agenda item:

[No.]

General Purposes Committee

On 29 September 2008

Report Title: **Recruitment Panel for Assistant Director, Strategy and Business Improvement, Urban Environment Directorate**

Forward Plan reference number (if applicable): None

Report of: Director of Urban Environment

Wards(s) affected: All

Report for: **Non-Key decision**

1. Purpose (That is, the decision required)


- 1.1 This report recommends that a recruitment panel is established for the recruitment to the post of Assistant Director, Strategy and Business Improvement in the Urban Environment Directorate.
- 1.2 This is the final Assistant Director post to be recruited to and will complete the senior management structure of the Urban Environment Directorate.
- 1.3 Given the similarity and nature of the post as equivalent to the current role and responsibility to the dedicated Improver (Assistant Director – Business Improvement Urban Environment) role allocated to the Urban Environment Directorate, it is recommended that the post is filled by the closed ring-fence procedure.

2. Introduction by Cabinet Member (if necessary)

- 2.1 None required.

3. Recommendations

- 3.1 That a recruitment panel consisting of a three Members (two majority party and one opposition Member) be established to consider the appointment of the Assistant Director, Strategy and Business Improvement for the Urban Environment Directorate
- 3.2 That this panel should be a closed ring-fence, given the similarity of the post to an

existing employees role, responsibilities, duties and accountabilities.
Report Authorised by: Niall Bolger, Director of Urban Environment 
Contact Officer: Niall Bolger, Director of Urban Environment, tel: 020 8489 4523, email: niall.bolger@haringey.gov.uk
4. Chief Financial Officer Comments 4.1 The current full year cost of this post at the midpoint of the grade is £99,403 inclusive of oncosts. Budget provision to meet the cost is included in the Urban Environment's currently approved base revenue budget.
5. Head of Legal Services Comments 5.1 The procedure for appointing Chief and Deputy Chief Officers is set out in Regulations which are reflected in Part 4 Section K of the Council's Constitution. The Recruitment Panel, formally set up by GPC, must have a membership agreed by the Chair and by the Leader. At least one Member of the Recruitment Panel must be a Cabinet Member. Recommendation 3.2 is in accordance with the Council's employment policies and the relevant law.
6. Local Government (Access to Information) Act 1985 6.1 Report to the Chief Executive's Management Board and the Cabinet Advisory Board of 2 and 18 October 2007 (respectively) and associated minutes[List background documents]

7. Strategic Implications

7.1 This post is critical to the delivery of the Urban Environment Directorate's back-office services. The post holder will have overall responsibility for business strategy and improvement, performance management, co-ordination of the Better Haringey project and business management services. As a key deliverer of universal services to the people and businesses of Haringey, the Urban Environment Directorate is pivotal to success of the council as a whole. This post is at the core of the services offered by the council and as such is critically important to service delivery.

8. Financial Implications

8.1 The post has been identified as graded SM3/SM4. Full provision for the costs of the post have been included in the agreed revenue budget for the Urban Environment Directorate. No additional costs are expected beyond those that have been accounted for already.

9. Legal Implications

9.1 These are set out in paragraph 5.1.

10. Equalities Implications

10.1 The Council's Equal Opportunities in Employment policies will apply to the position and the recruitment process.

11. Consultation

11.1 The Staff Side have been consulted on the creation of this post and have raised to objection to the post or the process.

12. Background

12.1 Appendix 1 (report to the Cabinet Advisory Board and the Chief Executive's Management Board) to this report includes the background information for this post.

13. Conclusion

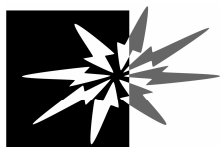
13.1 It is concluded that this post is necessary for the proper functioning of the Urban Environment Directorate and for the delivery of effective services to Haringey's residents.

13.2 Given the grade of the post, a Member level appointment panel is necessary for the closed ring-fence interview and therefore it is expedient that such a panel is established as soon as possible.

14. Use of Appendices / Tables / Photographs

14.1 Appendix 1 – Report to the CEMB (2 October 2007) and CAB (18 October 2007)

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Haringey Council

CONFIDENTIAL

Agenda item:

CEMB/CAB

On 2 October 2007/18 October 2007

Report Title: Urban Environment Directorate Reshaping

Forward Plan reference number (if applicable): Not applicable

Report of: **Director of Urban Environment**

Wards(s) affected: **All**

Report for: **Non-Key Decision**

1. Purpose

- 1.1 This report presents proposals for the reshaping of the Urban Environment Directorate. The report recommends changes to the senior management structure of the Directorate in order to ensure that the services we provide are responsive to the Council's Corporate Plan and the Haringey Community Strategy. In addition, there have been a number of changes to national policy in relation to the services provided by the Directorate and these require further attention in order to be able to effectively respond to the future needs of the Borough. This includes the revised National Waste Strategy for England, the Planning White Paper, the Energy White Paper and the Climate Change Bill and the Local Government and Public Involvement in Health Bill.
- 1.2 Along with this, the government under the new Prime Minister has signalled a heightened role for local authorities in delivering housing and this emerging area of activity is taken into account in the proposals contained in this report. It is clear there will be a need for a better focus on local needs and requirements as a result of the Local Government White Paper. Given the nature of the services provided by the Urban Environment Directorate, this will impact on the services provided by the Directorate in particular.
- 1.3 A number of operational matters also require focus and attention in the next few years. These include responding to the Achieving Excellence programme, (recently agreed by the Cabinet), the need to re-commission the waste collection and integrated fleet management arrangements for the council by the end of 2009 and the need for an effective client for Homes for Haringey Ltd, in particular given the recent 2* with promising prospects Audit Commission inspection result which will release the capital funding for achievement of the decent homes standard. The focus on private sector housing services requires re-invigoration in order to meet the Council's objectives of being one of the Greenest Boroughs in London and ensuring all parts of

the community's well-being.
<p>2. Introduction by Cabinet Members</p> <p>2.1 Cabinet Member for Enforcement and Safer Communities</p> <p>Cllr Canver is on leave at present, although she has endorsed the re-organisation proposals contained in the report, subject to the assurance that there will be no diminution in enforcement activity as a result of the proposed changes.</p> <p>2.2 Cabinet Member for Environment and Conservation</p> <p>TO BE ADDED</p>
<p>3. Recommendations</p> <p>3.1 That the revised structure of the Directorate included in Appendix A to this report is noted and agreed.</p> <p>3.2 That the Director of Urban Environment be instructed to undertake all necessary consultation and communication with the Trade Unions and affected staff in line with the timetable included in Appendix B in line with the Council's policies and procedures.</p> <p>3.3 That the Director of Urban Environment make any consequential changes to the Directorate structures as a result of the changes to the senior management structure, subject to this being in line with the Constitution and the Council's policies and procedures.</p> <p>3.4 That officers be instructed to make any consequential changes to the Constitution to reflect the new structures when they are formally adopted if and when these are needed (such as changes to the Scheme of Delegation) and to present these to Members if this represents any material change.</p>
Report Authorised by: Niall Bolger, Director of Urban Environment
Contact Officer: Niall Bolger, Director of Urban Environment, tel: 020 8489 4523 niall.bolger@haringey.gov.uk
<p>4. Director of Finance Comments</p> <p>4.1 This report outlines a new structure for the Urban Environment Directorate. The main changes which have financial implications are:</p>

- (i) proposed changes to the existing structure at 2nd and 3rd tier level, which will result in slightly increased costs, up to about £20k, compared to existing budgets. However, these are being kept to a minimum and are intended to be offset against back office efficiency savings being identified by the Directorate as part of achieving its new budget savings targets of £4.3m over the three year budget planning period 2008/09 to 2010/11.
- (ii) the creation of a small new team of 3 staff led by a Programme Director – Commissioning for a period of 3 years to the end of 2010/11. This role will take forward and support the re-commissioning of all of the frontline services relevant contracting needs. The cost of this team is estimated to be £150k per annum and there is currently no budget provision for this cost. A bid for resources for this team is included in the Council's budget planning process for 2008/09 to 2010/11. The formal creation of the team will be subject to the funding bid being approved.

5. Head of Legal Services Comments

[\[click here to type\]](#)

6. Local Government (Access to Information) Act 1985

6.1 Report to Council Reshaping the Council, November 2006

7. Strategic Implications

7.1 The Urban Environment Directorate was created as a part of the Council-wide re-shaping that became operational in November 2006 (Council Minute CNCL58). This resulted in a new Directorate with responsibility for a wide range of services that impact on the sustainable development and regeneration of Haringey, in partnership with partner agencies and the community.

7.2 The issues that were identified in the Council report referred to above (at paragraph 11.3) remain relevant to the need for the reshaping of the Urban Environment Directorate now. These factors include a need for a strong customer focus, linking together front-facing services, the need for a strong policy and strategy capability and the need to prepare for an efficient and streamlined back-office. In addition to these issues, there are specific matters that impact on the Urban Environment Directorate which are outlined below.

7.3 Delivering Excellent Services

7.4 The delivery of excellent frontline service, aligned with high levels of resident and customer satisfaction is essential to secure the reputation of the Council and to deliver corporate and partnership objectives as set out in our Sustainable Community Strategy and the Corporate Plan. The Urban Environment Directorate delivers the universal

frontline services for the Council, services that every resident, visitor and business uses every day.

7.5 The services provided by the Directorate have made great strides in performance across a range of frontline services in recent years, with some notable improvements in environmental services resulting in the CPA Rating of 3* for the Environment Block.

7.6 Notwithstanding this, there are a number of other issues that require attention. In the next few years. All of these areas involve substantial areas of work and development in order that the council can deliver its obligations and objectives as included in the Sustainable Community Strategy and the Corporate Plan. These areas include:

- Moving from planning for, to delivering the Council's Regeneration Schemes
- Improving perception in relation to all services, but in particular in relation to the Environment Block for CPA and BVPI199 and the Housing Block (or their equivalents when they are replaced)
- Delivering the objectives of the Achieving Excellence programme, including delivering more efficient back office services to support frontline service delivery
- Dealing with the outcome of the Audit Commission inspection of the Strategic and Community Housing Services (to commence on 15 October 2007) and improving overall performance of the Housing Services in Haringey with RSL partners and the private sector
- Delivering the Decent Homes programme with Homes for Haringey and ensuring the effective delivery of this substantial capital programme and the re-aligned Housing Repairs Service.
- Re-commissioning waste management, transport and fleet operations and highways contractual arrangements to secure continuous service improvement and value for money and to secure inward investment in these critical customer services
- Continuing robust action in relation to crime, grime and anti-social behaviour
- Delivering the Greenest Borough Strategy and ensuring there is an ambitious focus on managing the borough's Carbon impacts

7.7 Developing a Commissioning Function for the Urban Environment Directorate

The Urban Environment Directorate manages substantial external relationships for key frontline services provided on behalf of the Council. These services include the delivery of housing management services via the ALMO, Homes for Haringey Ltd, the delivery of Waste and Fleet Transport Operations by Haringey ACCORD Ltd (now a subsidiary of Enterprise PLC) and Highways Maintenance and Development services provide by Crowley Ltd and EDF Energy. The Haringey ACCORD arrangements are due to be replaced by December 2009, the Highways contractual arrangements with Crowley and

EDF Energy are due to be replaced by October 2008. In addition to these existing arrangements, further areas of potential work will be required in the next few years as the council develops its approach to Climate Change. This is also likely to require a strategic approach to commissioning of services e.g. the potential development of an Energy Services Company (ESCo) which could lead to substantial improvements in Carbon efficiency. All of these areas of activity represent substantial areas of work and require attention and additional dedicated management capacity in order to secure value for money, quality and continuous service improvement and responsive contractual arrangement.

This area of work is represented in the Achieving Excellence Programme as developing the commissioning framework for the Council.

7.8 National Policy Developments: Strong and Prosperous Communities, Energy, Waste, Transport Planning White Papers, the Housing Green Paper, Sub Regional Review of Economic Development and Regeneration

During the last year, there have been a number of policy announcements from central government in relation to the services that the Urban Environment Directorate provides. These will all have implications in relation to the development of new legislative instruments and new, renewed or expanded mandates in respect of all aspects of environmental, regeneration and housing policy and delivery. Given the scope and range of these policies, it will be critical that the Urban Environment directorate is designed to be able to respond quickly and effectively to these issues, including the delivery of high quality, relevant services in all areas of the Borough.

7.9 Strong Strategic Leadership and Management

As stated above, the Urban Environment Directorate impacts on every residents', visitors' and businesses' lives. As such, our customer focus, service standards and service delivery has to be of the highest quality and represent the best possible value for money. Underpinning this, efficient and effective value for money support services are needed, which are appropriately resourced, yet lean enough to ensure that as much resource is targeted on frontline delivery. There is a need to ensure that the senior leadership team of the Directorate are acting as ambassadors and advocates for Haringey, in particular in relation to securing external funding and investment in our services. All of this points to the need to ensure that the right balance of support services across the Directorate are provided which supports frontline service delivery and represents an efficient use of resources. The proposed structure of the Directorate will lead to realising this aim.

7.10 Delivering Value for Money and the Medium Term Financial Strategy

The Council has a challenging financial settlement which requires the delivery of efficiency savings over the next three years in order to deliver a balanced and sustainable financial position. The Urban Environment Directorate will need to make net **new** revenue savings **amounting to £4.3 million during the financial planning period**

2008/09 to 2010/11 on current estimates. Plans are being prepared at present (as a part of the Pre-Business Plan Review) to ensure that this financial target is met for the coming financial year and that the Directorate plays its full part in managing the Council's budgetary pressures.

The proposals contained in this report will contribute to the achievement of these targets, whilst allowing a focus on frontline service delivery. However, given the strategic importance of the work on the re-commissioning of the Council's frontline operational contractual arrangements, it is proposed that specific one-off funding is provided to progress this project which will not be considered as a part of the overall financial limits and savings targets for the Directorate as whole.

7.11 **Proposals for Reshaping the Urban Environment Directorate**

7.11.1 The proposed structure for the reshaped Urban Environment Directorate is included in Appendix A. The broad areas of responsibility for each of the divisions/business units is also included in this appendix, however, one of the intentions of the reshaping is to ensure that the Assistant Directors will also take on broader directorate management functions which will be determined by the Director in order to provide leadership to the Urban Environment Directorate as whole. The posts to be deleted are indicated in brackets in the table attached to the high level structure chart.

7.11.3 It should be noted that this report does not recommend changes to Cabinet Member portfolio responsibilities and accountabilities: the Director of Urban Environment will ensure that appropriate support is provided to Cabinet Members from senior officers in the Directorate. Hence, although management changes are recommended, this should not adversely affect policy support provided to Members.

7.11.4 The principal high level changes to the Directorate structure are outlined below, in line with the new proposed structure. NB new or revised posts are highlighted in bold type.

7.11.5 **Directorate**

The key proposals for the Directorate as a whole are the formal adoption of the realignment of **Project Director for the Bridge New Deal for Communities** and his staff to the line management of the Director of Urban Environment and the creation of the **Programme Director – Commissioning**.

The latter role will take forward the re-commissioning of all of the frontline services identified in paragraph 7.7 above. Resources for this post will be sourced from one-off investment relating to the costs of procurement of these new arrangements (see Finance comments). A modest team will also be allocated to this position to progress this work. It is envisaged that this team will

consist of:

- Programme Director Commissioning (linked to the Achieving Excellence Programme), (estimated Grade SM2, subject to evaluation)
- Urban Realm Commissioning Officer (estimated Grade PO2)
- Business Support Officer (estimated Grade SO1)

The Directorate Office consists of the Director's direct support and the **Head of the North London Waste Authority**. The Director's Office will be managed on day to day basis by the proposed **Assistant Director (Business Strategy and Improvement)**.

7.11.6 **Frontline Services**

This is the key area of change in the proposed structure of the Directorate.

It is proposed that the posts of Assistant Director (Enforcement) and Assistant Director (Streetscene) are merged to create the post of **Assistant Director (Frontline Services)**.

This new division, to be named **Frontline Services** will have responsibility for all of the street-based services that impact on the quality of life of our residents and businesses and will join together the *management* responsibility for remedying environmental nuisance and problems on the street with the operational solutions. This division will also allow for better integration and synergy between frontline service delivery and concerns within the neighbourhoods in Haringey, allowing a seamless delivery of area-based services. It is intended that the new division will provide opportunities for the creation of "virtual" teams to deal with area based issues and problems.

It is proposed that the recently agreed structure for the Enforcement Division transfers to the line management of the proposed new Assistant Director for Frontline Services, with the exception of the Housing and Health Group which will transfer to the line management of the Assistant Director for Strategic and Community Housing Services.

In order to respond to new mandates and the emphasis of the council in our Corporate Plan to being one of London's Greenest Boroughs, it is proposed that the reshaping of the Directorate provides an opportunity for redefining existing roles and responsibilities. These changes are:

- a) The expansion of the role of the Head of Waste Management to a more broadly defined role as **Head of Environmental Resources**, who will provide leadership for carbon management and climate change in the Council (in addition to waste and fleet management services).

- b) The redefinition of the Head of Highways role to the **Head of Sustainable Transport**, reflecting the additional responsibilities for an integrated transport service, traffic management responsibilities and the transfer of transport policy from Planning and Development Management Division.
- c) The creation of the post of **Head of Enforcement**, to take forward the Council's environmental crime, environmental health and trading standards duties and responsibilities and planning enforcement (the latter is currently subject to a value for money review).

All other posts within this Division will transfer in their existing form, namely, the Head of Parking and the Business Support Manager.

7.11.7 Strategic and Community Housing Services

Members recently appointed a new Assistant Director to lead this Division, who will start work with the Council on 15 October 2007. However, it is considered that bringing all strategic and community housing services under one line management would be wise in the context of developing these services further. There are a number of pressures in relation to housing in Haringey, not least in relation to housing supply and private sector housing conditions, particularly in Housing in Multiple Occupation (HMOs) and the impact of this housing option on the level of homelessness in the Borough. It is considered that this key corporate priority requires an integrated approach in order to secure the long-term development of housing options for Haringey's residents. Equally, bringing like-services together will have added benefits in relation to providing an integrated approach to housing strategy and needs in the borough.

7.11.8 Planning and Development Management

Proposals for the reshaping of this Division are now complete and have been agreed under delegated authority. This will result in greater capacity to deal with planning control issues, by the creation of a new post of **Head of Development Control** and for additional capacity in relation to policy and strategic site development by the creation of a **Head of Planning Policy and Development Management**.

Consultation on these proposals with staff and trade unions have been undertaken and this is now being taken forward.

7.11.9 Regeneration

This division has recently been reshaped under delegated authority and there are currently no further proposals for any further change.

7.11.10 **Business Strategy and Improvement**

It is proposed that the current arrangement where an “Improver” is allocated to the Urban Environment Directorate at **Assistant Director (Business Strategy and Improvement)** level is formalised with a transfer of management and resources to create this Assistant Director post as a part of the establishment of the Directorate. This division is about the *co-ordination* of back office services and business strategy and improvement for the Directorate as a whole and, as such, has a small staff team to assist in value for money reviews, performance improvement and in managing other back office relationships, such as finance support, IT, Equalities, Human Resources and the co-ordination of customer services across the Directorate as a whole. It is also envisaged that this post will be the key link to central and corporate services and projects such as Achieving Excellence.

8. Financial Implications

8.1

9. Legal Implications

- 9.1 The re-organisation of the Urban Environment Directorate will need to be undertaken with due regard to the Council’s policies and procedures and any relevant legislation relating to employment matters.

10. Equalities Implications

- 10.1 The proposals contained in this report will be subject to full evaluation to ensure that there are no adverse effects on any staff and will be implemented in line with the Council’s Equal Opportunities in Employment policies. Appropriate consultation and communication will be undertaken with staff-side to ensure that they are fully engaged and involved in any changes to the structure. This timetable is appended at Appendix B.

Consultation

- 11.1 Proposals for consultation are included in Appendix B of this report.

11. Background

- 11.1 The Urban Environment Directorate was formed in November 2006 as a part of the overall reshaping of the council.
- 11.2 The Directorate currently consists of five divisions, each lead by an Assistant Director. These divisions are: Streetscene Services, Enforcement Services, Strategic and Community Housing Services, Economic Regeneration and Planning Policy and Development. In addition, a modest core of staff are located in the Director’s Office accountable to the Assistant Director for Business Improvement who is an “Improver”

seconded from the ACE (People and Organisational Development). The Directorate has responsibility for a large proportion of the Council's General Fund and Capital expenditure and has responsibility for ensuring the effective deployment of resources from the Housing Revenue Account (HRA) via the client responsibility for Homes for Haringey. In excess of 500 FTE staff are employed in the Directorate.

11.3 The organisation chart for the Directorate is attached as Appendix A.

11.4 The Directorate is critical to the achievement of the Council's Corporate Plan objectives and the Haringey Community Strategy. In addition, the Directorate has responsibility for the development and co-ordination of the Borough's Regeneration, Greenest Borough and Housing Strategies. All of these are pivotal to the creation of sustainable communities in the Borough and key statements of intention in relation to the future development of the Borough.

11.5 Along with this, the Directorate commissions and procures a range of services from other organisations from the private, voluntary and community sector. These services include the arrangements with Haringey Accord and Homes for Haringey Ltd, representing major providers of frontline services to the Borough.

12. Conclusion

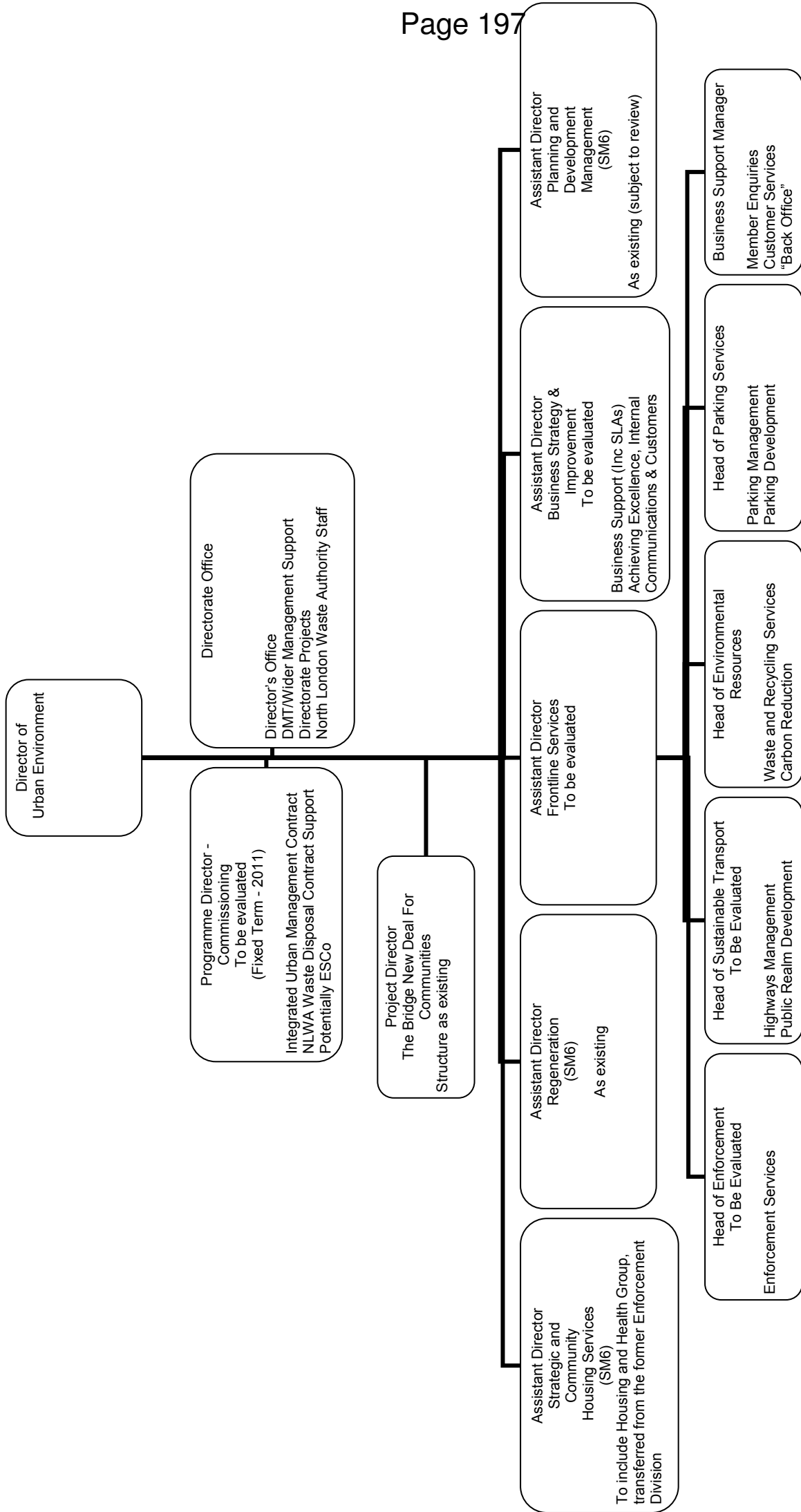
12.1 It is considered that the proposals contained in this report will enable the Council to respond effectively to key issues as they arise in the future within the policy and operational areas within the Urban Environment Directorate.

13. Use of Appendices / Tables / Photographs

13.1 Appendix A

- (i) Proposed Structure of the Urban Environment Directorate
- (ii) Proposed posts to be deleted and created
- (iii) Existing Structure of the Urban Environment Directorate.

13.2 Appendix B – Consultation Timetable



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Existing Division/BU	Proposed Division	Proposed Service Areas	Second and Third Tier Posts to be deleted/ created
Directorate	Directorate	<ul style="list-style-type: none"> • Commissioning of the Urban realm Contracts • Liaison with the North London Waste Authority Procurement • Head of Waste Strategy and Operations (NLWA) and Staff • Directorate and DMT Support • Project Director The Bridge New Deal for Communities (and staff) 	Programme Director Commissioning
Economic Regeneration	Economic Regeneration	<ul style="list-style-type: none"> • Regeneration Strategy • Economic Development • Worklessness and Income Maximisation • Town Centre Management and Area Regeneration • Business and Employment Projects 	No changes proposed
Streetscene Enforcement	Frontline Services	<ul style="list-style-type: none"> • Environmental Resources • Parking Services • Sustainable Transport Enforcement • Business Unit Support 	AD Streetscene AD Enforcement Head of Waste Management Head of Highways AD Frontline Services Head of Environmental Resources Head of Enforcement Services

			Head of Sustainable Transport (inc. the transfer of transport policy from Planning and Development Management)
Strategic and Community Housing Services	Strategic and Community Housing Services	<ul style="list-style-type: none"> Housing Options and Assessment Housing Strategy and Development Private Sector Housing Services Client-side Responsibility for Homes for Haringey Ltd 	Transfer of the Housing and Health Group from Enforcement Services
Planning Policy and Development	Planning and Development Management	<ul style="list-style-type: none"> Planning Policy and Landuse Strategy Development Control Building Control Major Projects and Sites Business Strategy and Improvement 	None (except name change for the existing AD and business unit)
"Business Improver" ACE (People and OD)	Business Strategy and Improvement		Business Improver Assistant Director, Business Strategy and Improvement Directorate Office (line management)

Urban Environment Restructure

UPDATE: 10/10/2007

Lead Officer: Niall Bolger

Week No.	Week commencing	Task(s)	Progress	Owner	Deadline	Done
12	8 th Oct	Create timetable for implementing the restructure	Project plan approved	AH		
11	15 th Oct	Report to be delivered to CAB 18 th Oct <ul style="list-style-type: none"> CAB to provide steer about how to inform non-cabinet members about restructure. 	Clarification if this needs to go to Cabinet after.	NB	18 th Oct	
		Formal presentation and consultation with Cabinet Members for Environment and Enforcement	To be discussed at NB's one-to-ones with Cllr's Haley and Canver (and agreement on diary slots for interview for AD post)	AH	12 th Oct	
		First stage of recruitment process to start Draft JD's for: <ul style="list-style-type: none"> AD – Urban Realm Head of Environmental Resources Head of Sustainable Transport 	JD to be done by Niall Bolger	JD	19 th Oct	
		Evaluation from HR to begin	To be completed by Beverley Taylor	BT	26 th Oct	
		Report to be produced clearly showing which positions are ring fenced and which will go to external advert.	JD to contact Steve Davies	JD		
		Interview dates to be set		AH		
10	22 Oct	Non-cabinet members to be informed about the restructure.	Report to be sent out or special event organised depending on steer by CAB.	ALL		

Week No.	Week commencing	Task(s)	Progress	Owner	Deadline	Done
		26 th Oct – TU Consultative Committee	Ursula Coffman to put on agenda. Niall Bolger to attend.	NB		
		3 – 4 staff consultation / information events: (trade union presence too if necessary) <ul style="list-style-type: none"> ▪ Enforcement ▪ Housing Renewal (Steve Russell) ▪ Streetscene 	To be organised via Business Support			
		Briefing provided to the Leader and to Cllr Griffiths (chair of GP) for decision on make up of appointment panel (2 cabinet members, 3 non-cabinet members)				
9	29 th Oct	Restructure to be discussed at SMT Away Day (31 st Oct), subject to agreement by NB.	Away day needs to be reconfigured from DMT only to SMT	AH		
8	5 th Nov	•				
7	12 th Nov	Interview for post of AD – Urban Realm				
6	19 th Nov	•				
5	26 th Nov					
4	3 rd Dec	Exemption report to be provided to General Purposes Committee re the deletion of the AD-Enforcement post				
3	10 th Dec	Second stage of recruitment process to start JD to be drafted for position of Programme Director - Commissioning				
2	17 th Dec	•				

Week No.	Week commencing	Task(s)	Progress	Owner	Deadline	Done
1	24 th Dec	<ul style="list-style-type: none">•				
0	31 st Dec	<ul style="list-style-type: none">• Implementation of new structure				

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