General Purposes Committee

THURSDAY, 24TH SEPTEMBER, 2009 at 20:00 HRS - THE CIVIC CENTRE, HIGH ROAD, WOOD GREEN, LONDON N22 8LE.

MEMBERS: Councillors Meehan (Chair), Griffith (Vice-Chair), Aitken, Bloch, Bull, Davies and Rahman Khan

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 11 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. **RESTRUCTURING OF THE PARKING SERVICE (PAGES 1 - 16)**

To receive the report of the Director of Urban Environment on the restructuring of the parking service.

6. **PEOPLE STRATEGY 2008-16 (PAGES 17 - 28)**

To receive the report of the Assistant Chief Executive (People & Organisational Development) updating on the Council's People Strategy 2008-16 and new and emerging priorities for 2010/11.

7. **EMPLOYMENT PROFILE 2008-09 (PAGES 29 - 80)**

To receive the report of the Assistant Director (People & Organisational Development) advising the Committee of the key workforce statistics for the last financial year - 1 April 2008 to 31 March 2009.

8. **RECRUITMENT & SELECTION PROCESS FOR THE POST OF CHIEF EXECUTIVE (PAGES 81 - 84)**

To receive the report of the Assistant Chief Executive (People & Organisational Development) outlining the process for recruiting a new Chief Executive.

9. **ANNUAL GOVERNANCE REPORT**

To receive the report of the Chief Financial Officer presenting the statutory Annual Governance Report on the annual external audit of the Council's statutory accounts, Value for Money and other relevant information. **TO FOLLOW**

10. **DELEGATED DECISIONS AND SIGNIFICANT ACTIONS (PAGES 85 - 92)**

  i. **Member Nominations for the Recruitment & Selection Process for the post of Head of Communications & Consultation**

  Delegated decision report of the Assistant Chief Executive (People & Organisational Development).

  ii. **Recruitment Director of Children & Families post**

  Delegated decision report of the Assistant Chief Executive (People & Organisational Development)

11. NEW ITEMS OF URGENT BUSINESS

To consider any items admitted at item 2 above

12. FUTURE MEETINGS

Thursday 22nd October 2009
Tuesday 8th December 2009
Tuesday 2nd February 2010
Tuesday 13th April 2010

Yuniea Semambo
Head of Local Democracy and
Member Services
5th Floor
River Park House
225 High Road
Wood Green
London N22 8HQ

Natalie Cole
Principal Support Officer (Council)
Tel No: 020 8489 2919
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Wednesday 16th September 2009

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Agenda Item 5

Haringey Council

General Purposes Committee	On **24 September** 2009

Report Title: Parking Service Restructure

Report of : Niall Bolger, Director of Urban Environment

Signed *[signature]* . Dated *[handwritten] 1ˢᵗ Sept 09* .

Contact Officer : Ann Cunningham, Head of Parking Services

Telephone; 0208 489 1355

Wards(s) affected:	Report for: Non Key Decision

1. Purpose of the Report (That is, the decision required)

1.1 This report proposes a restructuring of the parking service, which incorporates recommendations from the independent financial review of the service completed in 2008.

2. Introduction by Cabinet Member (if necessary)

Not applicable

3. State links with Council Plan Priorities and actions and / or other Strategies

3.1 The restructuring of the parking service will improve the overall performance of the parking service. Increasing enforcement staff will ensure an effective parking enforcement service which will contribute to making Haringey one of London's greenest boroughs and Creating a Better Haringey: cleaner, greener, safer.

4. Recommendations

4.1 That Members agree the proposed organisational restructure of the parking service and the process for implementation.

5 Reason for Recommendations

5.1 A number of operating models were considered and benchmarking carried out other Local Authorities. It is felt that the proposed model is the most efficient.

6 Summary

6.1 The context in which the parking service operates has changed substantially in recent years. The introduction of the new Traffic Management Act altered the statutory and financial framework in which the service operates. There is more emphasis on the motorists' right of appeal and there is pressure from businesses across the borough to support them by providing additional parking facilities. There have also been concerns over volatility of parking income and the need to accurately model and forecast it.

6.2 The Council commissioned an independent financial review of the parking service last year, requesting an in depth review of parking finances and actions that can be taken, in the context of current and future policies and legislation, to put the service on a firm financial footing. The resulting report found the service in general to be effective. However, concerns were raised about the management capacity within the high volume correspondence team and noted a lack of resources in other key areas, for example the lack of management of the concessionary travel and CCTV services. They also highlighted the need to adequately resource the maintenance of the parking lines and signs, and the impact that this has on the service's ability to deliver an effective enforcement service.

6.3 This report outlines a proposed restructure which will address those weaknesses and put the service on a firm footing to deliver a high quality service to the public and deliver the agreed efficiency savings in 2010/11.

7 Chief Financial Officer Comment

7.1 The pre-agreed savings target for the parking service includes a saving of £240k from restructuring the service and improving performance in relation to the enforcement and income recovery functions. It is anticipated that the new structure will assist the Parking Service to deliver its savings target by addressing various weaknesses previously identified particularly in the independent financial review of the service undertaken last year.

7.2 However, there is a degree of risk in relation to additional income generation targets and the service will have to monitor the position carefully to ensure that these are delivered and the cost of the new structure can be sustained.

8 Head of Legal Services Comment

8.1 The Head of Legal Services has been consulted on the content of this report. The report recognises the necessity for the process by which the restructuring exercise is to be achieved to comply with the Council's procedures regarding organisational change. Further, the position of any members of staff at risk of displacement must be considered under the Council's procedures regarding redundancy and redeployment. The requirement for consultation with employees and their trade union representatives is also recognised within the report.

9 Head of Procurement

Not applicable

10. Equalities & Community Cohesion Comment

10.1 The restructure will be managed in line with council procedures on organisational change. An Equalities Impact Assessment has also been carried out to ensure that there is no adverse impact on a particular group of staff. The EIA is attached in Appendix 3

11. Employeeside comment

11.1 We recognise that the Parking Service is in need of a restructure not least because circumstances have changed since the present structure was put in place. There is nothing obviously problematical with the proposed realignment of functions and the fact that more jobs are being created than deleted is, in principle, to be welcomed. The issue of which posts are being deleted and any equivalence to those being created is a matter of detail and we will comment on that when we have more information. We trust that the necessary analysis has been done to support the conclusion that the particular redistribution of functions proposed will lead to a more effective and better run service. This comment that we have no objection to the principle of the restructure is to be taken as a comment on the proposed overall shape of the new Service and does not relate to anything in the papers we have so far been given that affects the position of any individual.

12. Consultation

12.1 Informal consultation has commenced with staff and employeeside. It is proposed to begin formal consultation on the new structure, including the new job descriptions and ring fencing arrangements in the week beginning 27 September 2009 with both staff affected and the employeeside. The consultation will be for 28 days and all staff directly affected will have the option of a meeting with their Head of Service.

13. Service Financial Comments

13.1 The cost of the proposed structure is £4.32m and can be covered within existing approved budgets of £4.26m and projected additional income to be generated by additional enforcement staff and improved income recovery rates as detailed below. The net difference is an increase in staffing cost of £60k.

13.2 The increase in enforcement staff (the Senior CEO's) is an additional cost. However this additional cost will be covered by the additional enforcement that those roles will carry out which will generate additional net income of £220k.

13.3 The creation of a team dealing with correspondence and debt recovery will improve debt recovery by 1% and the saving to be generated will be £80k.

13.4 The estimated savings to be delivered from restructuring can be summarised as follows:

	£000K
The cost of proposed structure	4.320
Existing budget	4.260
Gap	0.060
Additional income to be generated	
1. Enforcement	0.220
2. Income recovery	0.080
	0.300
Net saving	0.240

14. Use of appendices / Tables and photographs

Appendix 1 – current organisational structure
Appendix 2 – the proposed organisational structure
Appendix 3 – The EIA

15. Local Government (Access to Information) Act 1985

(List background documents)

16. Background

16.1 The parking service was last restructured in 2004, with some minor reshaping since that time. The case for changing the organisational structure is strong. There has been a high staff turnover in senior positions and a heavy reliance on agency staff to cover key service areas. The core parking service subsidises the running of both the CCTV (Community Safety) and Concessionary Travel services, hindering the performance of the core parking service.

17. The existing structure

17.1 The existing structure has four main service areas;

Customer Administration Team

17.2 This team has responsibility for the parking correspondence (including appeals) and concessionary travel service. Those are both statutory services that the Council is obliged to deliver. The representations and appeals process is a quasi-judicial process that is not only high profile, but has a major impact on cash flow and on the overall financial performance of the parking service.

17.3 Representations and appeals are increasingly technically sophisticated, with many 'experts' offering specialist assistance for motorists wishing to challenge a PCN. The new statutory guidance introduced statutory timescales for handling representations and cases not replied to within those timescales are automatically cancelled. The team deals with 80,000 letters and 50,000 telephone enquiries annually. The team struggles to meet timescales on correspondence turn around times and performance at appeals requires considerable improvement.

17.4 It was felt that economies of scale could be achieved by merging those service areas, but this was a short sighted approach, as the two functions are not compatible. It detracts from management of the correspondence team and parking resources are diverted to concessionary travel during periods of annual leave and during the two yearly Freedom Pass renewals. This causes backlogs of parking correspondence, which generates additional Member enquiries and also has significant financial consequences where PCN's need to be cancelled due to lateness of response.

The Revenues Team

17.5 This team has responsibility for debt recovery and the financial management of the service. It was originally felt that having a dedicated team to focus on the financial performance of the service would generate improvements. However those improvements have not been realised, possibly due to splitting the recovery process between two teams and underestimating the impact that the correspondence handling function has on the overall recovery of income.

The Performance and Development Team

17.6 This team has responsibility for contract management, procurement and technical developments. The abandoned vehicle service was also delivered through this team. There are increasing demands in terms of contract management and procurement, and the resource implications needs to be addressed. The nature of project management support required has changed significantly. In many cases specialist support is required and this can only be sourced when required, for example specialist support was engaged to manage the installation of the CCTV cameras and the development of the new control room. In addition the existing project officer role provides support in areas lacking dedicated management, in particular the permit service and this is not the best use of resources.

Parking Operations Team

17.7 This team delivers on-street parking enforcement, CCTV (including public safety), car parks and suspensions, pay & display and lines and signs maintenance.

17.8 The continuing roll out of CPZ's, places significant pressure on the enforcement service. Management capacity needs to be addressed to ensure that enforcement requirements are met and that we have adequate supervision on-street. At present there is a high reliance on overtime to meet our on street enforcement (including staff management and welfare) responsibilities throughout the extended working week. The number of CEO roles needs to be increased to deal with the new CPZ's. While new CPZ's tend to be small, they are mostly operational for 2 hours, many with the same operational hours.

17.9 This team also deals with suspensions and general maintenance of the parking lines and signs. This is such a crucial and high profile issue that now requires a dedicated resource due to the number of CPZ's in operation across the borough.

17.10 The CCTV service operates throughout the entire week and at present there is only one supervisor role. This does not provide adequate management cover and the parking enforcement supervisors regularly cover those responsibilities at an overtime cost.

18. Issues with the existing structure

18.1 The parking service covers a wide range of service areas, some which are not entirely compatible with each other or with the core parking service. The lack of dedicated junior management in some of those service areas has resulted in a lack of expertise and a lack a day to day management in a number of areas. The core parking service is extremely complex and our enforcement efforts are subject to legal challenge at all stages. The expectation that the existing senior management roles can provide expertise across the range of complex service areas is not realistic and there is a need for additional junior management roles.

18.2 Some areas are seriously under resourced, where the revenue costs of new capital schemes have not been reflected in budgets, in particular staffing levels which if were budgeted for would not only improve service delivery, but would generate sufficient additional income to cover their cost.

18.3 The recovery process is currently split between two teams and this function needs to be seamless to maximise our recovery of parking income. This improvement in recovery is crucial to us achieving a balanced budget in 2010 /11.The majority of policy work is undertaken by the Head of Service, but as demands increase this is not a satisfactory arrangement. There is no dedicated resource to deal with the high profile area of Members' Enquiries, Complaints and Freedom of Information requests.

19. The proposed structure

19.1 The proposed structure introduces three teams; Parking Processing, Performance and Development, Parking Enforcement. This allows for two operational teams, with client management from the performance and development team. It increases the number of positions where it will assist in improving the financial performance of the service. Overall it reduces the number of senior management positions, but introduces the additional junior management roles that are needed.

Parking Processing

19.2 It is proposed to bring together the customer enquiries handling and debt recovery functions under one area, and to reengineer the roles within them. This model would simplify customer access to the service, and help standardise and have end-to-end oversight and command of our key processes. It introduces new positions to ensure adequate specialist knowledge, (appeals officers and senior correspondence officers) and management of each separate service area.

19.3 It introduces a small dedicated team to deal with concessionary travel and permits (residential, visitors etc).

Performance and Development

19.4 The structure has been revised to reflect the outsourcing of the abandoned vehicle service. The contract management area has been reinforced to ensure adequate management of the service contracts and Service Level Agreements with the in-house enforcement team. The dedicated project officer role is deleted. If project management support is required it will be funded as part of any new project.

19.5 The team has also been reinforced to provide the much needed support in terms of policy, procedures and ensuring the legal compliance of our systems and

processes. This will also provide support in dealing with members' enquiries, complaints and freedom of information requests.

<u>Parking Enforcement</u>

19.6 The management team structure has been revised to ensure adequate management cover. The proposed structure merges the Deputy Operations Manager role and the Office manager role. The 10% flexibility payment no longer applies to the Compliance manager and the terms and conditions applying to that role will be changed to reflect this.

19.7 The proposed structure increases the supervisory capacity by introducing two new team leader positions and six new senior CEO roles. This offers career progression opportunities and will assist with day to day management while also covering enforcement duties. Two dedicated administration positions are proposed to formalise temporary arrangements that have been in place for a number of years.

19.8 It is proposed to upgrade two of the existing CCTV operator roles to senior operator positions in the CCTV traffic Enforcement service to assist with management throughout the week. This will also introduce a career progression opportunity while ensuring that we have adequate senior support through out operational hours.

19.9 A new role is proposed to deal with parking lines and signs maintenance, ensuring that they are properly maintained and compliant with legislation.

20. Implications for Staff

20.1 The intended selection approach will aim to minimise the number of staff displaced through assimilation and ring-fencing. The service is currently carrying a number of vacancies; however given the extent of this organisational change, it is likely that a very small number of staff may be displaced. Those staff will have the opportunity to apply for a new position within the new structure and failing this, all efforts will be made to retain their skills and experience through the redeployment process.

21. Implementation

21.1 It is expected that the service will commence assimilation and ring fence recruitment from November 2009 and that all vacancies will be filled by the end of March 2010.

Current Structure

Head of Parking

- Customer Admin Manager
  - Team Leader
  - Team Leader
    - Customer Admin Officer x 20
      - Customer Admin Assistant
- Revenues Manager
  - Team Leader
    - 2 Revenues Officers
  - Senior Account Officer
    - 2 Revenues Accounts Officers
- Performance & Development Manager
  - Contracts Manager
    - AV Team
  - Performance Manager
    - Monitoring Officer x 2
    - Project Officer
- Business Support Officer
- Operations Manager
  - CCTV Manager
    - CCTV Supervisor
      - CCTV Operators x 12
  - Deputy Operations Manager
    - Supervisor x 6
      - 54 CEOs
      - 2 x P & D
      - 2 x Car parks
      - 1 x Technical Officer
    - Office Manager
    - Compliance Manager

Appendix 2.

Proposed Parking Structure

Head of Parking

- **Business Support Officer**

Parking Processing Manager

- **Notice Processing Manager**
  - 3 x Appeals Officers
  - 2 x Debt Recovery
- **Correspondence Manager**
  - Senior Correspondence Officer
  - Senior Correspondence Officer
    - 14 x Correspondence Officers
    - 1 x Administration Assistant
- **Permits / Concessionary Travel**
  - 3 x Concessionary Travel / Permits Officers
- **Finance Manager**
  - Senior Finance Officer
    - 2 x Finance Officers

Performance and Development Manager

- **Contract Manager**
  - 2 x Senior Contract Officer
    - Monitoring Officer
- **Performance Manager**
- **Policy Officer**
  - Senior Admin Officer

Parking Enforcement Manager

- **Enforcement and Admin Manager**
  - Compliance Manager
  - CCTV Manager

Proposed Enforcement Team structure

Enforcement Manager

Enforcement and Administration Manager

CCTV Manager
- CCTV Supervisor
  - Senior Operator
  - Senior Operator

Team Leader
- Supervisor
  - Senior CEO
    - 9 x CEO
- Supervisor
  - Senior CEO
    - 9 x CEO
- Supervisor
  - Senior CEO
    - 9 x CEO
- Supervisor
  - Senior CEO
    - 9 x CEO
- Supervisor
  - Senior CEO
    - 9 x CEO
- Supervisor
  - Senior CEO
    - 9 x CEO

Senior Admin Officer
- Administration Assistant
- Administration Officer

Compliance Manager
- Compliance Officer
  - Technical Assistant
  - 2 x Pay and Display Technicians
  - Car Park Technician
    - Car Park Cleaner

Haringey Council

Appendix 3

Equalities Impact Assessment for Organisational Change

Service being reviewed – Parking Service

Purpose

The Equalities Impact Assessment for organisational change should assess the likely impact of restructuring on key groups of under represented employees depending on racial group, gender, age and disability.

Process

The assessment is to be completed by the business unit manager with advice from HR. It is to be undertaken by an assessment of the basic employment profile data and then answering a number of questions outlined below.

Questions

1. Are you closing a unit?   NO

- If No, go to question 3.

- If Yes, please outline how many staff will be affected and what the racial ethnic group, gender, age and disability of these staff represent.

2. Can any of these staff be accommodated elsewhere within the service, business unit or directorate?

- If Yes, identify how many and their racial ethnic group, gender, age and disability.

Racial group

3. Provide a breakdown of the current organisation by Grade Group and Racial Group following the format below

Grade Group	Black		Asian		Mixed		Other		BME sub total		White		Not declared		TOTAL
	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	STAFF
Sc1-5	32	48%	4	7%	1	2%	9	17%	46	85%	9	15%	0		54
Sc6 - SO2	5	29%	4	24%	0	0	7	41%	16	94%	1	6%	0		17
PO1-3	1	25%	1	25%	0	0	0	0	2	50%	2	50%	0		4
PO4-7	1	33%	0	0	0	0	1	33%	2	67%	1	33%	0		3
PO8	0	0	0	0	0	0	0	0	0	0	0	0	0		0
PO8+	0	0	0	0	0	0	0	0	0	0	2	100%	0		2
TOTAL	39	49%	9	11%	1	1%	17	21%	66	83%	15	17%	0		80

4. Highlight any grade groups that are very under represented – i.e. with less than 20% Black & Minority Ethnic (BME) sub total of staff

Answer – Grade group PO8+ is 100% white. This represents 2 positions at this level.

5. Do any ringfences include staff from one ethnic minority group or Black & Minority Ethnic (BME) staff only?

- If No, go to question 8.
- If Yes, how many of these staff might be displaced?

Answer – No

6. By how much do these staff reduce the % (percentage) of BME staff in the structure? Show start and end %.

7. Can any of these staff be accommodated elsewhere within the proposed new structure or can you amend the structure to accommodate them?

Haringey Council   Equalities Impact Assessment – Organisational Change

- If Yes, how many and what effect do they have on the BME %? Show start and end %.

Gender

8. Provide a breakdown of the current organisation by Grade Group and Gender breakdown following the format below

Grade Group	Female		Male		TOTAL
	No. Staff	% of Grade Group	No. Staff	% of Grade Group	STAFF
Sc1-5	20	37%	34	63%	54
Sc6 - SO2	7	41%	10	59%	17
PO1-3	2	50%	2	50%	4
PO4-7	0	0	3	100%	3
PO8+	2	100%	0	0	2
TOTAL	31	39%	49	61%	80

9. Highlight any grade groups that are very under represented – i.e. with less than 40% female staff

Answer – Grade groups sc1-5 , and Po4 -7 have less that 40% female.

10. Do any ringfences include female staff only?

- If No, go to question 13.

- If Yes, how many female staff might be displaced?

Answer - No

11. By how much do these staff reduce the % (percentage) of female staff in the whole structure? Show start and end %.

12. Can any of these staff be accommodated elsewhere within the proposed new structure or can you amend the structure to accommodate them?

- If Yes, how many and what effect do they have on the female%? Show start and end %.

Age

13. Provide a breakdown of the current organisation by Grade Group and Age breakdown following the format below

Grade Group	16-24		25-34		35-44		45-54		55-64		65+		TOTAL
	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Staff	% of Grade Group	No. Grade STAFF
Sc1-5	2	4%	20	37%	10	19%	13	22%	7	13%	2	4%	54
Sc6 - SO2	1	14%	2	6%	6	35%	5	29%	2	12%	1	14%	17
PO1-3	0	0	0	0	2	50%	2	50%	0	0	0	0	4
PO4-7	0	0	0	0	0	0	1	33%	2	66%	0	0	3
PO8+	0	0	0	0	0	0	2	100%	0	0	0	0	2
TOTAL	3	4%	22	28%	18	23%	23	29%	11	14%	3	4%	80

14. Highlight any grade groups that have a large majority of staff (over 60%) from one age group only or no representation at all.

All age groups are represented.

15. Do any ringfences include staff from one age group only?

- If No, go to question 18.
- If Yes, how many of these staff might be displaced?

Answer - yes. 1 may be displaced.

16. Does the displacement of these staff result in no representation of staff from a particular age group within the structure as a whole?

Answer – no

Haringey Council   Equalities Impact Assessment – Organisational Change

17. If Yes, can any of these staff be accommodated elsewhere within the proposed new structure or can you amend the structure to accommodate them?

- If Yes, how many and what effect do they have on a particular age group? Show start and end %.

Disability

18. Provide a Disability breakdown for the whole structure following the format below

	Disabled employees		TOTAL
	No. Disabled Staff	% of total staff	STAFF
TOTAL	3	4%	80

19. Can you identify whether any disabled staff will be displaced?

- If No, go to question 21.

- If Yes, how many and what is the impact on the number of disabled staff? Show start and end numbers and %.

<u>Answer</u> – No

20. Can any of these staff be accommodated elsewhere within the reorganised structure or can you amend the structure to accommodate them?

- If Yes, what effect will this have on the number of disabled staff? Show start and end numbers and %.
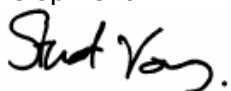
Summary questions

21. Will the proposed new structure deliver service improvements/ benefits and/ or achieve budget savings that justify the reorganisational approach taken?

May 2007

Haringey Council   Equalities Impact Assessment – Organisational Change

The restructure will improve the overall financial performance of the parking service.

22. Do the ringfence and selection methods you have chosen to implement your reorganisation follow council policy and guidance?
Yes

Agenda Item 6

Report Title:	**People Strategy for Haringey Council 2008-2016: progress report**

Report of :	Stuart Young, Assistant Chief Executive: People and Organisational Development
Signed	Dated

Contact Officer :	Philippa Morris, Corporate Head of Organisational Development
	(**0208 489 1088)**

1. Purpose

1.1 To update General Purposes Committee on progress in delivering the Council's People Strategy 2008-16 and new and emerging priorities for 2010/11.

2. Introduction by Cabinet Member

2.1 The People Strategy is an important Council plan about making best use of our workforce to deliver for the people of Haringey. In this report I commend the progress made to date especially in the areas of apprenticeships; social care recruitment; and partnership working. There remains much to do and I am pleased that the focus of the report identifies continuing work on capacity; good people management; and responding to the recession.

3. State links with Council Plan Priorities and actions and / or other Strategies

3.1 The Council will only ever be as successful as the people who lead it and work for it. Our leaders need to inspire, manage and develop our people to deliver their best. We need to work together for the good of our diverse communities, confident and building on our achievements, while ensuring that basic services are delivered efficiently and effectively so that they meet or exceed customer expectations.

3.2 People Strategy is designed to ensure that the council makes best use of the people who work for us. It underpins the Community Strategy and Council Plan and activities designed to improve our overall performance. Key priorities within the Council Plan for 2009 include:

- Dealing with the effects of the recession;
- Improving housing choices for residents;
- Improving how the streets look;
- Tackling health inequalities in Haringey;
- Improving and developing safeguarding of children and adults.

3.3 The People strategy enables the improvement through targeted support such as the Impact Groups discussed at paragraph 7.4; apprenticeships and associated intake schemes at

paragraph 7.3 & 7.6; engaged employees at paragraph 7.2; and development tailored to our improvement needs as detailed at paragraph 7.1.

4. Recommendations

4.1 Members are asked to note :
- progress made in delivering against the seven themes of the People Strategy;
- proposals for new or refocused work to:
  - build management and workforce capacity following recent critical Ofsted inspections;
  - encourage improvement and innovation; good people management; and effective partnership working;
  - consider the impact of the recession and budget reductions on employee engagement, workforce planning and models of service delivery.

6 Reason for Recommendations

The People Strategy provides a framework for change from a 'whole system' organisational development perspective. The events of the last year mean that some of the strategy's seven work streams and activities will need a greater, sharper and more urgent focus than before.

7 Summary

8 The People Strategy sets out our vision for the development of our workforce and the organisation. The strategy builds on the organisational and people management activities and plans of the last five years. It is designed to ensure that we continue to manage, develop and deploy our workforce to best effect.

9 Chief Financial Officer Comment

9.1 The Chief Financial Officer has been consulted on the contents of this report and notes that the cost of delivering the strategy are being met from within existing cash limits.
9.2 The successful delivery of the strategy will support achievement of efficiency targets associated with a number of other programmes and strategies.

10 Head of Legal Services Comment

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.

11 Equalities & Community Cohesion Comment

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 People Strategy is helping the council to progress to Level 4 of the Equality Standard for Local government. During 2009, the:
- Percentage of disabled staff in the workforce increased to 5% from 3.8% in 2007
- Percentage of black and minority ethnic staff in the top 5% of earners increased to 20% from 18% in 2007

12 Use of appendices / Tables and photographs

13 Local Government (Access to Information) Act 1985
   No documents required to be listed.

(List background documents)
People Strategy for Haringey Council 2008-2016

6. Background

The Council's People Strategy was agreed by members in September 2008. The People Strategy sets out our vision for our workforce: it outlines how the council plans to maintain and develop its workforce and the organisation in order to deliver the council's vision, values and priorities – and get the very best out of the people who work for the council.

The strategy identifies four over arching priorities - specifically the need 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 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 social work
- Employee engagement and changing models of service delivery

The strategy was 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

Success defined in terms of a workforce and an organisation that:
- 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
- that develops robust 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

The People Strategy is central to our plans for how we take the organisation forward. The People Strategy will change over time because of external influences, changes in political priorities, workforce demographics and stakeholders' views. It provides 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.

The People Strategy has been shaped and informed by Organisational Development; Human Capital Management; employee engagement and management theory and best practice The principles of the Investor in People standard and the idea that service improvement is delivered by developing people to meet business objectives shapes key strands of activity.

7 Summary of Progress and Achievements

7.1 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.

Progress:

What we want to achieve	Examples of progress
a) promote excellent understanding amongst Officers of working at the Political Interface	Delivery of a development programme for officers on Working at the Political Interface; • Programme delivered to 100 senior officers including H4H officers Evaluations show programme to be beneficial. • Cabinet member attendance very well received. • Discussion at Member Learning and Development Board • Phase 2: Roll out of workshops/sessions in directorates.
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	And • Each Director has hosted service and team workshops; and participated in large bi annual cross council staff and manager events.
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	• Senior Manager Forums and Policy Conversations – well received and covering subjects such as Working at the Political Interface (Martin Horton); Partnership Working (Joe Simpson); behavioural change (Qaalfa Dibeehi). Directors lead a number of cross cutting improvement workshops and initiatives e.g. supporting families in the recession, smart working, reducing numbers of people in temporary accommodation. The Council's Leadership programme(s) won a National Training Award.

7.2 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.

What we want to achieve	Examples of progress
Encourage innovation by developing mechanisms to encourage creativity and support and celebrate innovation	The council is driving organisational change through a number of different programme boards including those for Transforming Adults Social Care; Haringey Forward; Better Haringey; and Regeneration. All align to the council plan and are underpinned by the People Strategy. Programme Boards meet monthly to check on the progress of projects and to deal with any issues or concerns that have arisen. Post implementation reviews – for both big and small projects - are undertaken to assess strengths and areas for improvement. Reviews undertaken recently include SMART Working early adopters; Value for Money reviews phase 1; Green Network; talent management plans and activities. Improvement and Innovation proposals discussed and agreed at CEMB spring 09. Project Team set up and plans agreed. To date: • Online Improvement and Innovation discussion board set up and promoted. • Improvement and Innovation week held July 09 and ideas reported to CEMB Sept 09 • 65 people identified themselves as potential network leaders • Network Leader launch planned Oct 09 Dragons Den to be integrated into the Improvement and Innovation Network

7.3 Collaboration

What does it mean: breaking down silos within the organisation to encourage 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 deliver a safer, cleaner, greener borough, efficient and effective services. We have 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.

What we want to achieve	Examples of progress
a) Delivering citizen-focused services through effective partnership working within the organisation, with partners and citizens	• HSP Learning and Development plan agreed by HSP. Senior Management Forums opened to partnership. Partnership L&D board meeting quarterly. • Children's Safeguarding partnership survey: Partnership Steering Grp established and IPSOS Mori commissioned to deliver the survey. • Haringey have established a North London Employers Network and areas for joint working have been identified
b) Deliver projects that challenge value for money of council structures and processes and maximise opportunities for collaboration deliver efficient, effective and customer focused	• We are currently aiming for around 13 social care apprentices for local people into hard to recruit to jobs in the council and partner organisations (this is in addition to the 12 business

	services	admin and possible 6 gardening apprentices)
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.	• The new national vetting & barring system due to be introduced in Summer 2010 has been planned with line managers and a working group set up with colleagues in the NHS and the PCT to swap ideas and to ensure that implementation is smooth and effective • Adult Social Care programme agreed and launched to over 100 private and vol. care organisations in Haringey.

7.4 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 whist 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.

What we want to achieve	Examples of progress
a) To promote, develop and embed the values of the Council b) Get the basics right and sustaining good performance c) Ensure effective and efficient delivery of HR/OD services in support of the organisation d) Develop tools, policies and procedures that are simple, flexible and effective and enable excellent service performance e) To make the best use of technology to achieve our objectives	• 180 staff across 3 floors of Alex House now operating in a SMART Working environment and 50 staff in BLT established as home workers • Local change plan has been revised since 'model floor' deployment. Plan includes two pre-requisite workshops: Managing a flexible workforce workshop for all managers – 85% attended. • Grievance, Harassment & Bullying and Capability procedures revised and 8 briefing sessions with managers held to advise them of the changes to the procedures. • We are working towards the 'achieving level' of the new equalities framework for local government. We had a positive peer review by Richmond Council in 2009 and are taking forward lessons learnt. • Mediation service introduced to help resolve employee complaints and 45 employees trained to form the pool of mediators to be called upon. • Our values promoted through the competency framework; performance management framework; staff awards • Information and workshop sessions (12) delivered to raise awareness/understanding of new performance regimes (CAA) and the management of Data Quality. • Investors in People: reassessment plan developed for 2010. • Two Impact Areas identified and receiving additional OD/HR support with people/performance issues including recruitment support; Management Assessment and Development Centre provision; staff development programmes.

7.5   **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, who give of their best, and whose makeup is representative of the community we serve.

Why this is important? We want to be a good council to work for employing engaged, motivated and performing staff. Local government is not always perceived as an exciting, innovative place to work. Negative media coverage, failures in children's safeguarding services, and a one star rating mean that Haringey has had particular challenges in attracting and retaining staff in some professional/managerial occupations. We need to continue to build upon the commitment and resilience of our staff - to cultivate both their confidence and pride in working for Haringey. Attracting and retaining a skilled and committed workforce is a top priority.

What we want to achieve	Examples of progress
To become one of the best councils to work for attracting and retaining a workforce committed to Haringey's values To develop and promote a healthy and safe working environment To reward and recognise the contributions made by staff	• Haringey achieved Investor in People status in 2007 and is undertake a reassessment Summer 2010. • After extensive negotiations with the trade unions the Councils Equal Pay Package (Single Status) agreed in September 2008 and implementation is ongoing. Regrading of approx 2300 employees implemented plus changes to many terms and conditions of employment such as annual leave entitlements and long service award. • Haringey Guarantee established and ensuring that local residents who are not in full time employment or education are helped to find jobs or return to work. • There is a comprehensive package of pay and benefits which include the pension scheme, flexible working opportunities, learning and development programmes, reduced cost health screening, free money management seminars and shopping and entertainment discounts. This has been widely publicised and promoted to staff. • Benchmarking of salary costs: we have made use of salary data by region, sector and occupation to ensure that employment terms are competitive and suitable. Last years agreement on single status/equal pay involved benchmarking a comprehensive set of occupations. The Council applies a system of job evaluation to ensure that individual jobs are graded equitably. • Consultation Workshops held with over 300 staff in Children and Families in Nov /Dec 08 Ideas channelled into JAR action plan include setting up of interdisciplinary teams in C&F, Hubs of Change; work on ICS. • Managers Event in February 09 provided an opportunity for over 400 managers to listen to and talk to the Leader, Chief Executive and her management board. • Over 300 managers received feedback from their staff about there leadership skills as part of Upward Appraisal reporting. • Two Haringey employees nominated for and reached the finals of the Council Worker of the Year awards 2008. • Continuing development and promotion of a number of recognition and feedback schemes e.g. X-mile scheme and awards, Upward appraisal, promotion of the values & the use of competencies for better people management. • Finance seminars have been added to the staff benefits scheme and 6 have been held with an average of 35 people attending each event. • A new exit interview scheme has been introduced and will make its first report in the last quarter of the year

7.6   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.

What we want to achieve	Examples of progress

To identify, develop engage & deploy employee talent across the council and partner organisations
 	
Develop standards for Haringey managers
 	
Equip managers and staff with the skills and competencies they need to deliver efficient, effective and customer focused services and evidence Haringey's values.
	• Management Standards agreed and distributed to all Haringey Managers.
	• New people management matrices introduced to provide managers with an overview of staff turnover, attendance levels, agency staff usage etc. Better information has helped managers to target areas of high sickness and take action to reduce (achieving an overall reduction of over half day in the last year (3/09 the rate was 8.9 pa)
	• Key skills gaps identified, and priority actions to close in hand including:
	  • New leadership and management development package
	  • Comprehensive short course programme launched addressing generic the business and personal skills required by employees
	  • Approximately 100 staff have now completed an Institute of Customer Service Award and over 300 (check) have received a WOW nomination from a customer or service user.
	  • Over 60 staff in recycling, cleaning, catering and community & strategic housing have been identified and are being supported to attend a Skills for Life programme – run with CONEL.
	• Development and retention of staff through a Talent Management approach –
	  o Eleven graduate trainees recruited to work in positions were the council has struggled to fill vacancies. Over 250 applications were received for the positions on offer.
	  o Approximately 25 people recruited and working as Social work trainees (All trainees are studying for a MSc or BSc at Middlesex University)
	  o Secondment and project opportunities pages promoted on Harinet to promote opportunities across the Council and partner organisations
	  o Leaders of the Future programme launched with nominated officers working on the delivery of key council projects
	  o A new apprenticeship scheme in Social Care is planned and will be introduced in Autumn 2009 .

7.6   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.

What we want to achieve	Examples of progress
Achieving the national minimum data set	Adult Social Care minimum data set completed and submitted to Skills for Care (Govt agency)
Improve the way HR information is used to anticipate and plan for current and future workforce challenges	Each business unit has delivered a business plan – including an a People Planning appendix – to identify key objectives and priorities for the year ahead. The People Planning element of the plan sets out local workforce challenges and actions to address – including areas of skill shortage.

Improve workforce planning and development across the Council and our partners	The quality and presentation of current HR reporting/monitoring information reviewed and metrics for each business unit developed, circulated and discussed at monthly budget and performance meetings.
	
	HR and OD employer forums set up to identify opportunities for joint workforce development planning with partner organisations to:
	
	   o Define critical current and future skills needs and targeted development programmes (working with partners)
	   o Continue and identify new opportunities for joint workforce planning development with partners
	
	People and Business Planning processes integrated more closely

8. New and emerging areas of work.

The last year has been an exceptionally challenging one for the council and its workforce.

The failures in Children's and Families services have had ramifications beyond CYPS and for the organisation as a whole.

On an individual level, staff have found it harder to take pride in working for, and saying they work for, Haringey council. Levels of staff advocacy have suffered and -
- Some good staff have looked for jobs elsewhere – and left.
- Staff turnover has risen to 17% (an increase of 3.4%) and are significantly higher amongst those aged under 35 (the most mobile employee group).
- Potential recruits have described their hesitation about the idea of working for Haringey – and organisation were staff have been publicly named, shamed and vilified in the press; where government have identified systematic failure. As a consequence, Haringey has felt like an unsafe and a tough place to work.

At the time that the people strategy was written the Council was rated as three stars. Whilst most of our assessment ratings are unchanged the Council is now rated at one star.

Over the last seven years the council has set out to deliver a high performance organisation. The delivery of excellent performance has been central to our ambitions and our ways of working. The driving up and management of (largely) quantitative indicators has guided what we do and how we work; our rules, values, customs and principles.

The 2008 Staff Survey results indicated a strong performance focused organisation which is weaker at listening, involving and valuing its staff (all key to engagement indicators) e.g. whist
- 87% of staff understand the aims and objectives of the council
- and 84% know how they contributes to the achievement of these only
- 56% of staff feel they are involved in decisions affecting them;
- 51% of staff feel valued and recognised for the work they do;
- 45% of staff believe that senior managers make an effort to listen them.

The recession is impacting on the residents of the borough, and demand for some services - particularly in the west of the borough. The recession and concern about the future, and job security, is also felt by our staff.

In the next 6-9 months the council will appoint a new Chief Executive.

9.   Implications and Priorities for 2010/11

The People Strategy sets out how we plan to, as a priority: enhance the agility, flexibility, diversity and responsiveness of our workforce; and promote an organisational culture of learning and success driven by our values of service, integrity, improvement, passion and working together as one council.

From a whole system organisational development perspective, the People Strategy and its seven work streams provide a framework that can deliver organisational and cultural change. However, some of these work streams and activities now need a greater, sharper and more urgent focus; and some need to start from a slightly different angle and have a different emphasis.

9.1   Leadership:
- We need to actively promote a model of leadership that is more about employee engagement and persuasion. Central to this is the gaining of commitment, building trust, effective delegation, developing shared purposes and understanding.
- We need to use feedback from staff workshops and surveys to help create a culture of openness and honesty where staff feel valued, listened to and trust is built at all levels and across the whole system.

9.2   Building management and workforce capacity
- Promote secondment and project opportunities
- Recruit more social work trainees and pathways into hard to recruit to positions
- Re-evaluate the responsibilities and accountabilities of senior managers in the organisation e.g.
    - How do senior managers verify the quality of the work of their services and teams?
    - How do senior managers ensure the quality of management practice through the management line.
- Introduce Assessment and Development Centre approach to building leadership capacity in identified services and also utilise this approach for the recruitment of particular occupational groups, e.g. social workers, to ensure we get the right organisational fit.
- Consider how we enhance the quality of management behaviour in order to get the best from the people who support and deliver council services

9.3   Encouraging staff engagement in bottom up change
- Council wide initiatives to encourage staff to be part of and take responsibility for change are more important than ever. We need to continue to encourage initiatives that build cross council networks of 'enthusiasts' who through their own behaviour deliver change e.g. Green Champions; Hubs of Change in Children's and Families; Improve/Innovate on line discussion forums and networks; Leaders of the Future.

9.4   Consider the impact of the recession and budget reductions on employee engagement, workforce planning and changing models of service delivery.
- Recognise and celebrate the resilience of the people who work for the council. Central to this is the need to:

- listen to our staff
- involve them
- invest in their development and wellbeing
- recognise and reward our staff for their achievements

- Focus on delivering outcomes for local people and ensuring that our staff have the skills, knowledge and attitudes that will enable them to do this. Emerging priority areas for skills development for 2010 include: working at the political interface; behavioural change; customer focus/quality outcomes; delivering through partnerships; information and data management; and skills for life.

10   FINANCIAL IMPLICATIONS

Efficiency impacts on the workforce and people management in three ways. All councils, including Haringey, 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 cost of delivering the strategy are being largely met from within current existing budgets (People and OD; Performance, Policy and Communications).

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 would have positive equalities outcomes for all groups in the Council's workforce.

The strategy's has delivered action to deliver:
- Reviews of HR policies and procedures to ensure applicability to all groups;
- Continued implementation of single status ensuring equality of pay and conditions for all groups;
- Ensuring that learning and development activity run through ODL continues to take account of equalities needs;
- Continued evaluation and delivery of equalities training and network events;
- Improved quality of HR reporting and monitoring information by ensuring it meets equalities requirements, including a cross-Council census to improve data.

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Agenda Item 7
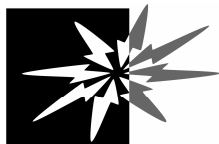
General Purposes Committee on 24 September 2009

Report Title: **Employment Profile 2008 - 2009**

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 2008 to 31 March 2009.

2. Introduction by Cabinet Member – Cllr Bob Harris

2.1. The employment profile demonstrates our continued commitment to a workforce representative of our communities. This report provides a basis for understanding and developing our staff. I commend the employment profile to the Committee.

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 financial comments.

5. Head of Legal Services Comments

5.1 . The Head of Legal has no comments on the report

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. Equalities Implications

8.1 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.

9. Introduction

9.1 The Employment Profile has been produced using information from the Council's management information system SAP.

9.2 It provides key information about the workforce for the period 1 April 2008 to 31 March 2009.

9.3 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 People Strategy are achieved.

9.4 This year we have added a directorate profile section to provide some commentary on key employment indicators for each of the big four directorates.

10. Key Information

10.1 The Employment Profile is based on information for 7289 staff (excluding teachers and casual staff). Note - the Council employs approx 1500 Teachers and 1800 casual staff.

10.2 Approximately 74% of the workforce are women.

10.3 Approx. 49% 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%.

10.4   The council ranks 3rd in London for the number of black & minority ethnic staff.

10.5   Approx. 20% of the Top 5% earners in the Council are from black & minority ethnic groups, an increase of nearly 1% on the last year and nearly 2% in the last 2 years.

10.6   The average age of the workforce is 44 years old. 4% of staff are aged under 25 compared to approx. 10% residents in the borough aged 18-24 years.   16% of staff are aged 55 plus compared with approx 10% in the borough profile aged 55–69 years

10.7   The number of disabled staff in the workforce has increased to 5% from 4.6% last year, and 3.8% the year before last. 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.

10.8   Employee turnover rates stood at 17% over the last year. This is an increase of 3.4%   This is attributable to schools with a turnover level of 24%. The remainder of the council is in line with the turnover levels of other London authorities, which have an average turnover rate of 13.5% (London Councils Scorecard Quarter 3 2008/9). Resignation rates are similar to last year at 9.5%.

10.9   We have reviewed and improved our redeployment process and out of 65 redeployees we successfully redeployed 24 staff, saving the council approx £234k.

10.10 The council engaged around 680 agency workers at the end of the financial year. Directorates are continuing to monitor the use of agency staff to ensure that only reasonable and necessary agency levels are maintained.   As at March 2009, 14% of Haringey's total workforce was agency, this compares well with 15.6% for London Councils (London Councils Scorecard Quarter 3 2008/09).

10.11 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. Through this partnership 89 people individuals have been placed with local agencies with 77% still working and 6 have obtained permanent jobs with the council.

10.12 The council's average sickness levels at the end of March 2009 stood at 8.9 days a reduction of over half a day in the last year.

10.13 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 managers.

11.   People Strategy

11.1   The information provided in the Employment Profile will feed into the strategic plans and actions that HR & OD develops for workforce planning purposes.

11.2   The People Strategy has outlined a number of initiatives to improve people performance. This is the subject of a separate report on the committee agenda.

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EMPLOYMENT PROFILE
APRIL 2008 – MARCH 2009

Introduction

The Haringey employment profile gives an overview of the organisation's workforce over the 2008/9 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 data illustrated in this report has been retrieved from the SAP system and is based on all Haringey Council employees except for casual/sessional staff and teachers (based in schools).

Directorate Key	
Directorate	Code
Adults, Culture & Community Services	AS
Children & Young People's Service	C
Children Schools (excluding Teachers)	C-S
Corporate Resources	CR
People & Organisational Development	PO
Policy, Performance, Partnerships & Comms	PP
Urban Environment	UE
Haringey	HGY

The Council Employment Profile at a Glance…

Headcount

Directorate headcount

1370	1431	2548	876	169	228	667
AS	C	C-S	CR	PO	PP	UE
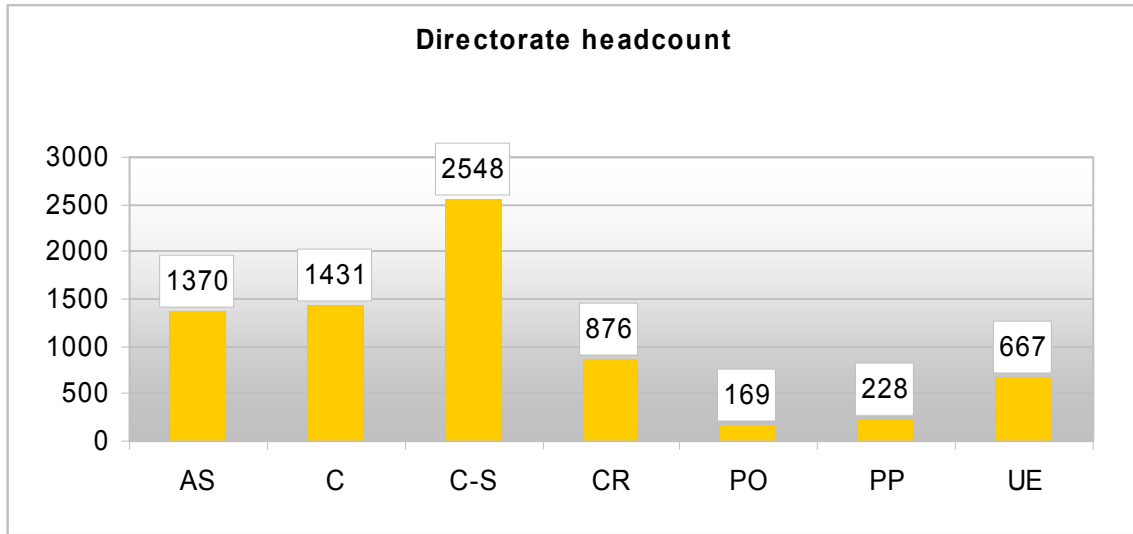
White and BME

Ethnicity comparison by directorate (%)			
Directorate	BME	WHITE	WHITE OTHER
AS	55.9	26.9	16.4
C	54.7	27.5	15.7
C-S	38.6	34.7	21.3
CR	58.0	26.8	14.4
PO	41.4	39.1	18.9
PP	43.9	35.5	19.7
UE	51.1	33.7	14.5
HGY	**48.7**	**30.9**	**17.7**

Ethnic distribution %
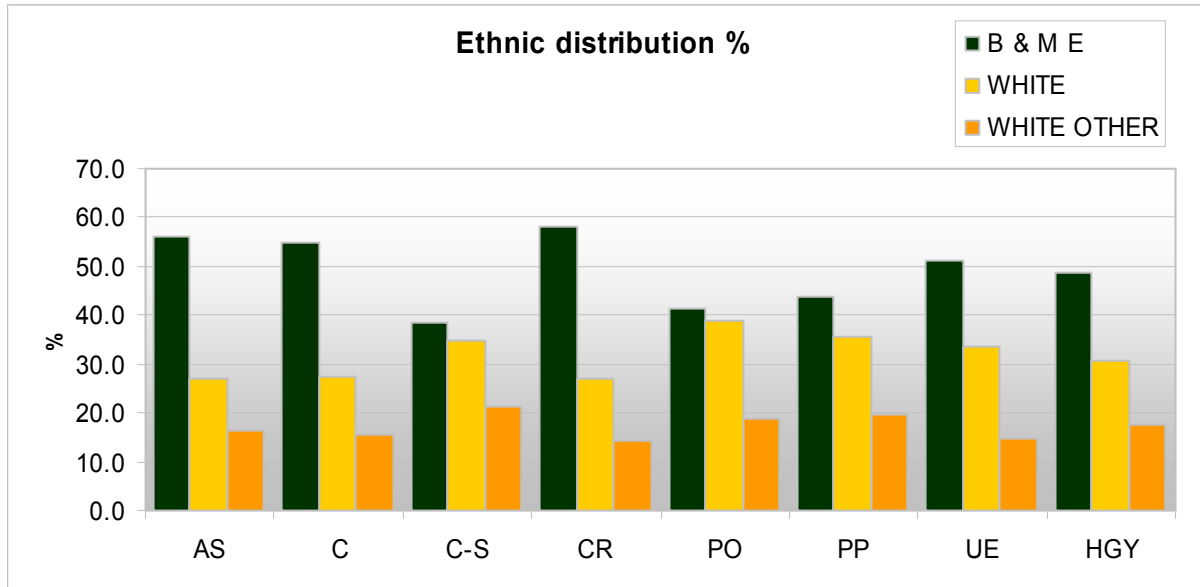
The Council Employment Profile at a Glance…

Gender and Part-time Breakdown

Gender and part-time breakdown by directorate (%)				
Directorate	Male	PT Male	Female	PT Female
AS	34.6	5.8	65.4	26.1
C	17.1	4.0	82.9	40.5
C-S	13.9	7.2	86.1	73.2
CR	40.1	7.4	59.9	23.1
PO	27.8	1.2	72.2	8.9
PP	33.3	1.8	66.7	11.0
UE	54.3	2.7	45.7	4.2
HGY	**26.2**	**5.6**	**73.8**	**42.1**

Gender breakdown

26%

74%
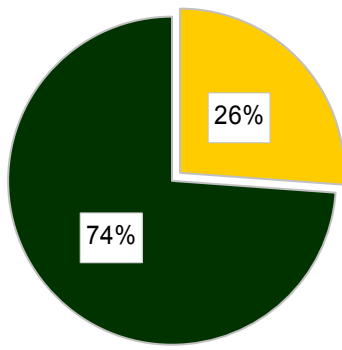
- Male
- Female

Male & female part-timers

12%

88%
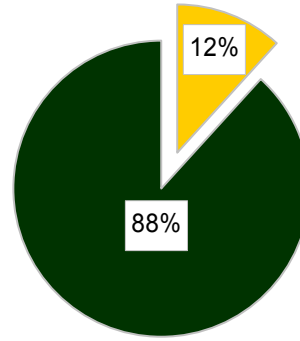
- Part-time males
- Part-time females

The Council Employment Profile at a Glance…

Age Summary

Age summary by directorate			
Directorate	% <25	% 55+	Ave. Age
AS	5	20	45
C	3	19	45
C-S	5	15	43
CR	2	17	43
PO	5	9	40
PP	2	8	41
UE	4	12	41
HGY	**4**	**16**	**44**

% Staff over 55+

AS 20, C 19, C-S 15, CR 17, PO 9, PP 8, UE 12, HGY 16
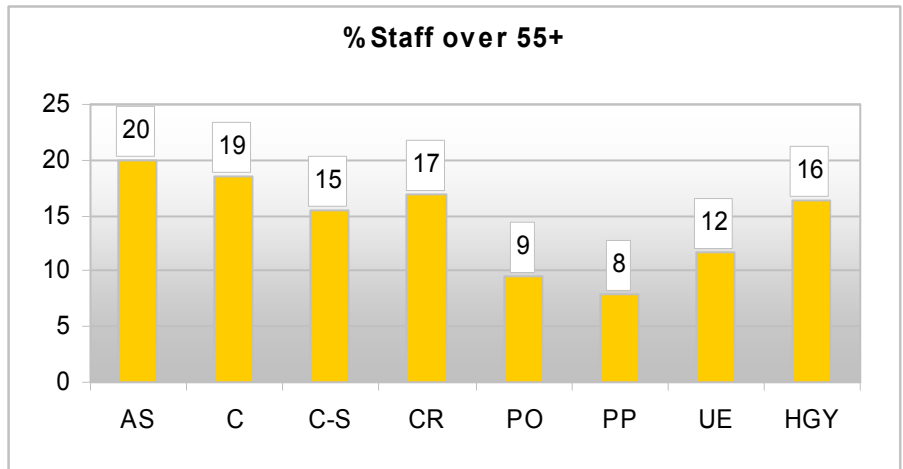
Sickness Absence

Average sickness days by directorate	
Directorate	Average Days
AS	10.21
C	11.21
C-S	7.27
CR	8.79
PO	4.88
PP	8.43
UE	10.92
HGY	**8.88**
HGY Target	8.80

Average days sick by directorate

AS 10.21, C 11.21, C-S 7.27, CR 8.79, PO 4.88, PP 8.43, UE 10.92, HGY 8.88, HGY Target 8.80
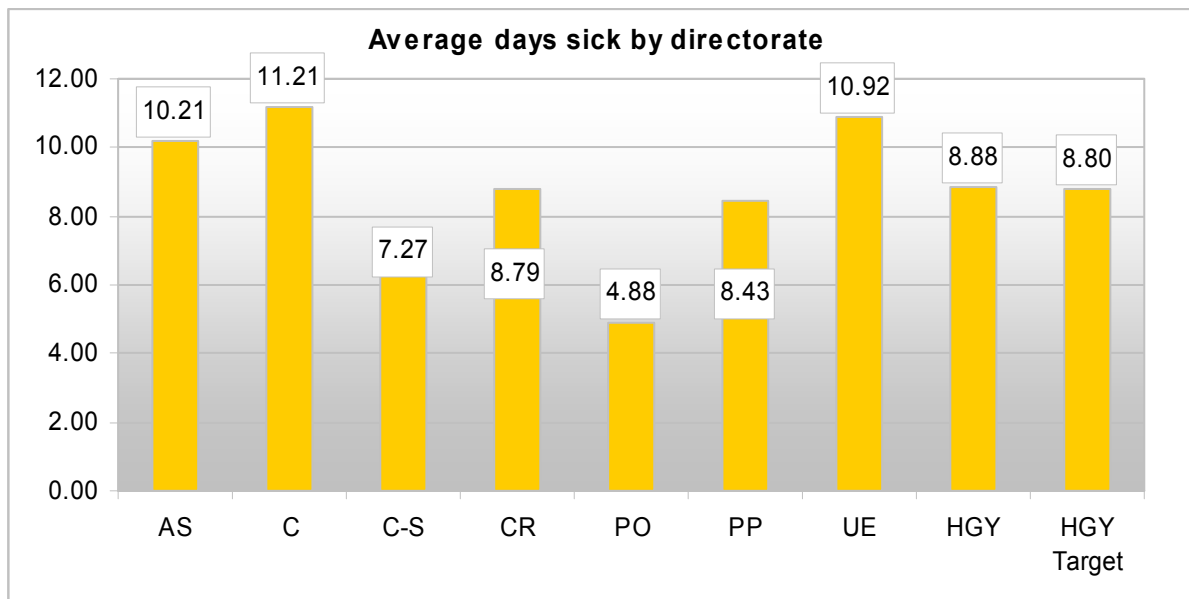
Employment Profile

Contents

Section One – Our Workforce

Summary

Employees and Agency staff

The council employs 7289 staff excluding casual/ sessional staff and teachers. There are approx 1800 casual/ sessional staff and 1500 teachers.

The council headcount increased from 7240 last year. The additional staff have been employed in schools, with the majority in part time jobs e.g. teaching assistants and school meals supervisors.

We also engaged, on average, 623 agency workers per month throughout 2008/9. This a decrease in the average of 19 staff, compared with an average usage of 642 in 2007/8. The majority were hired due to an increase in volume of work, which cannot be met with existing resources. The most common job roles are care workers, administrators and social workers.

As at March 2009, 14% of Haringey's total workforce was agency, this compares well with 15.6% for London Councils (London Councils Scorecard Quarter 3 2008/9).

Detailed management information is provided monthly to enable senior managers to challenge the activity in their business units.

Section One – Our Workforce

The Council Workforce

As at the end of the 01 April 2008 - 31 March 2009 period, Haringey Council employed **7289** employees (excluding casual/sessional staff and teachers). There are approx 1800 casual/sessional staff and 1500 teachers.

Establishment coverage – Headcount		
Directorate	Headcount	% Workforce
AS	1370	18.8
C	1431	19.6
C-S	2548	35.0
CR	876	12.0
PO	169	2.3
PP	228	3.1
UE	667	9.2
HGY	**7289**	**100.0**

Grade distribution by directorate - Headcount						
Directorate	MANUAL	SC1-SC5	SC6-SO2	PO1-PO3	PO4-PO7	PO8+
AS	109	671	342	137	88	23
C	10	556	397	140	225	103
C-S	90	1963	370	103	20	2
CR	20	258	305	117	117	59
PO	0	11	70	40	34	14
PP	0	18	45	75	66	24
UE	5	189	202	157	72	42
HGY	**234**	**3666**	**1731**	**769**	**622**	**267**

% staff by grade bands

	2008	2009
MANUAL	25.6	3.2
SC1-SC5	28.1	50.3
SC6-SO2	23.0	23.7
PO1-PO3	10.8	10.6
PO4-PO7	9.3	8.5
PO8+	3.3	3.7
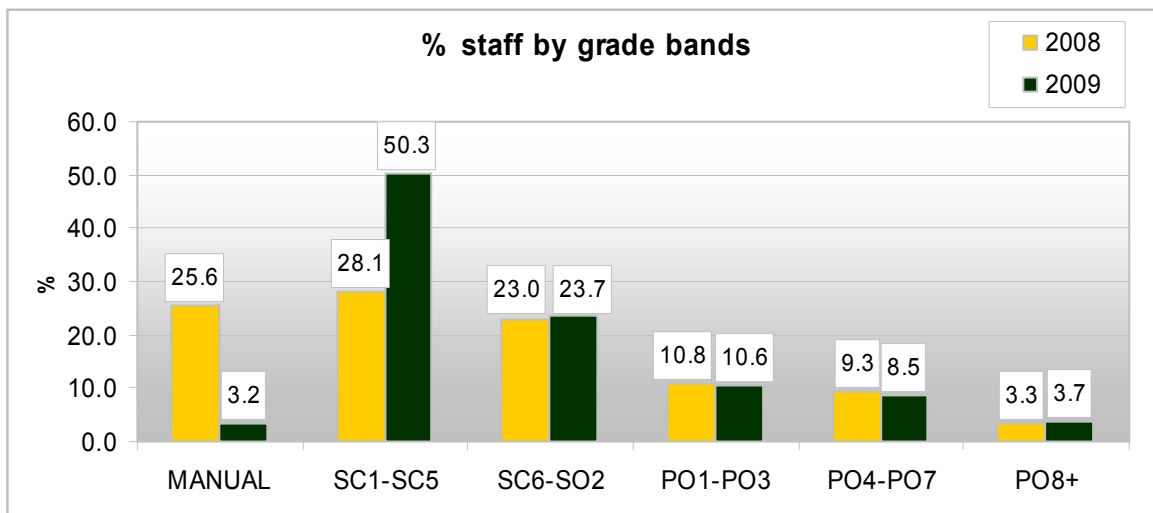
Section One – Our Workforce

The Council Workforce (continued)

The following table gives a snapshot as at March 2009 on the total number of full time equivalent Council and agency employees. Schools have been removed as their total agency usage is unknown.

Haringey Council has a headcount of **4741** excluding schools.

Establishment coverage (excluding schools) - FTE					
Directorate	Headcount	Council FTE	Agency FTE	Total FTE (Council + Agency)	% Agency of Workforce
AS	1370	1190	165	1355	12
C	1431	1153	200	1353	15
CR	876	743	115	858	13
PO	169	163	6	169	4
PP	228	216	20	236	8
UE	667	641	178	819	22
HGY	**4741**	**4106**	**684**	**4790**	**14**

- 14% of Haringey's total workforce is made up of agency staff

- Urban Environment has the highest % agency of their total workforce at 22% followed by Children's at 15%

- People and OD have the lowest at 4%

Section One – Our Workforce

The Council Workforce (continued)

Agency usage

The average number of agency staff employed per month for 2008/9 was 623, this a decrease in the average of 19 staff, with 642 for 2007/8

The table below shows comparative usage in two different months, March 2008 and March 2009.
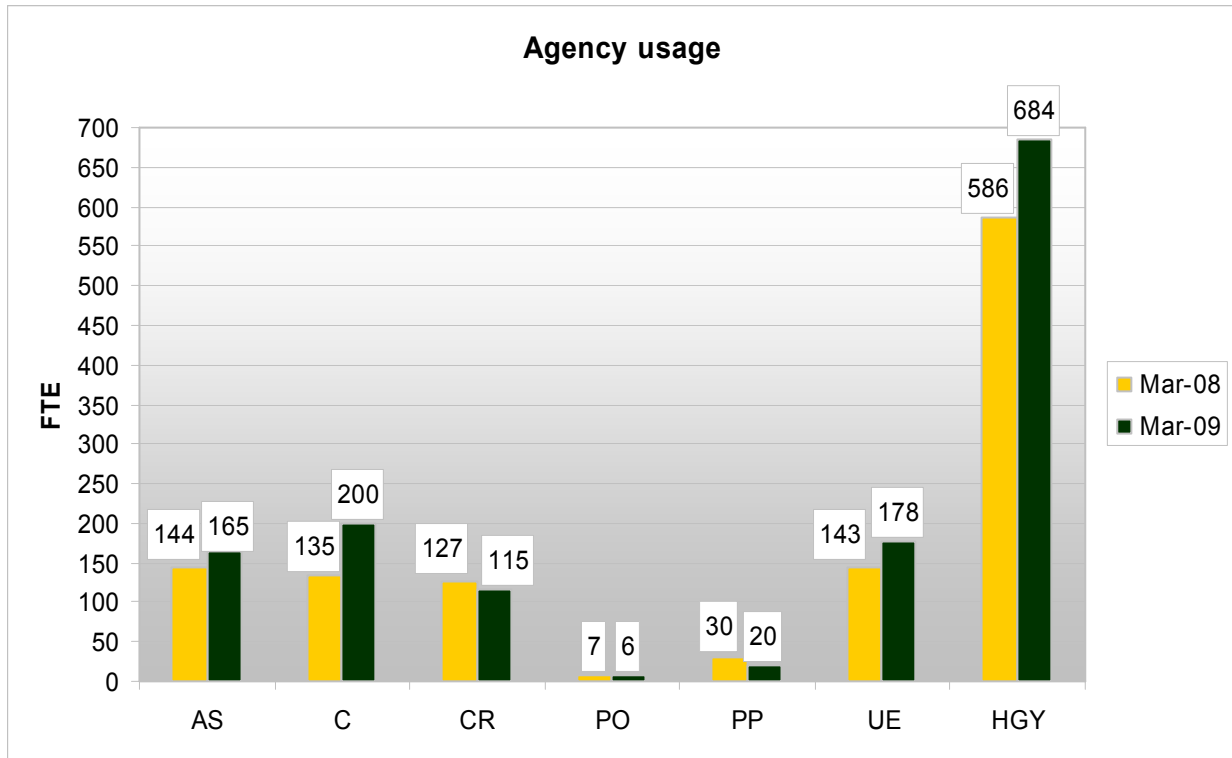
Agency usage

- Compared to last year the number of agency staff looks to have increased by 98, even though the overall average for usage is lower for the year compared to 2007/08. The vast majority of these additional staff (86) have been engaged in areas of safeguarding in the children & families and adult care areas of the council. Children's Service has the highest agency usage
- People and OD and Policy, Performance and Partnerships has the lowest agency usage

Section One – Our Workforce

The Council Workforce (continued)

Reasons for hiring agency staff

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

Reasons for hire

Section One – Our Workforce
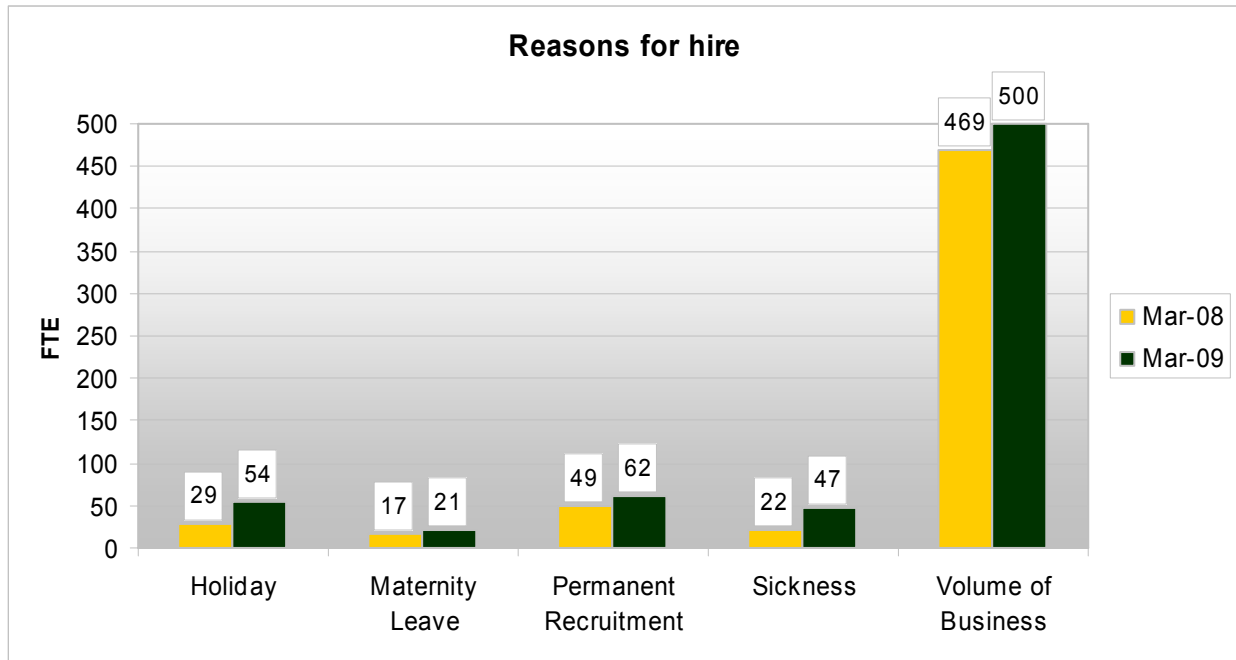
The Council Workforce (continued)

Most common job roles
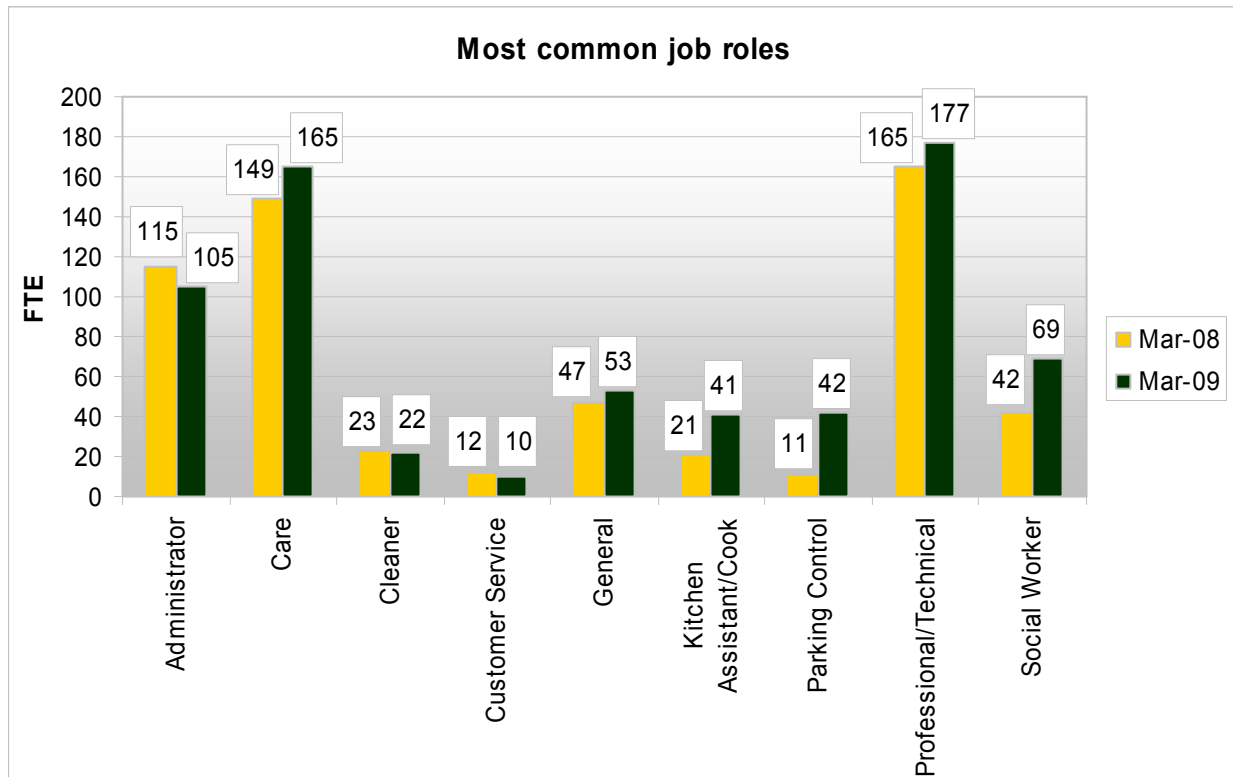
- 73% of agency workers were hired due to volume of business

- Professional/Technical, care, administrator and social worker roles were the most common roles filled by agency

Section Two – A Diverse Workforce

Summary

Ethnic Breakdown and Gender

Haringey employs 7289 staff (excluding casual/sessional employees and teachers).

- 73.8% of the workforce are women. This is greater than the 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. More than 40 women staff successfully attended springboard this year

- 48.7% of the council workforce are from black & minority ethnic groups (BME). This is a slight increase of 0.4% on last year. This compares well with the Haringey population of 34.4% BME. In addition there are 17.7% staff from white - other backgrounds (0.5% up from last year) such as Irish, Greek, Greek Cypriot, Turkish, Turkish Cypriot, etc

- Of the 73.8% women in the workforce, 36.9% of this figure BME women, comparing well with the percentage of 34.9% white and white - other staff

- Of the top 5% earners in the council 19.7% are BME staff. This is a small rise of 0.7% on 2007/8 figures

- 44.2% of staff live and work in the borough.

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

- 47.8% of the workforce is classed as part-time workers (less than 36 hours per week). Of these part-timers 88% are female and 12% male

- The Council runs a childcare voucher salary sacrifice scheme for part-time and full-time workers to help parents save money

Section Two – A Diverse Workforce

Summary (continued)

Age Profile

- The average age of the workforce is 44 years old

- 4% of staff are aged under 25. The percentage of residents in the borough aged 16-24 is approx. 13%

- 16% of staff are aged 55+ compared with approx 10% in the borough profile 55–69 years age range. This has increased by 2% since last year

- The percentage of 55+ 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 96 staff over the age of 65 who have taken advantage of the age discrimination legislation and requested to work over 65 years. This has increased by a further 25 staff from last year's reported figure of 71

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 2008/9.

Disabled staff

- 6.7% of staff declared they are disabled. This is a further increase on last year's figure

Section Two – A Diverse Workforce

Ethnic Breakdown

This section contains data on the **7289** employees employed by Haringey Council.

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

% Ethnic distribution by grade bands					
Grade Band	BME	White	White Other	Not Dec	Total
MANUAL	1.1	1.2	0.4	0.5	3.2
SC1-SC5	26.5	13.7	8.6	1.5	50.3
SC6-SO2	12.3	6.5	4.5	0.4	23.7
PO1-PO3	4.6	3.9	2.0	0.1	10.6
PO4-PO7	3.5	3.4	1.6	0.1	8.5
PO8+	0.7	2.3	0.6	0.1	3.7
TOTALS	**48.7**	**30.9**	**17.7**	**2.7**	**100.0**

- 48.7% of the council workforce are from black & minority ethnic groups. This compares well with the 48.6% white staff

- The % of white staff in grade bands PO1+ is slightly higher compared with % BME staff

- 50.3% of the workforce are in grade band SC1-SC5, with 26.5% being BME staff

- The % of BME staff has increased from 48.4% to 48.7% over the last year
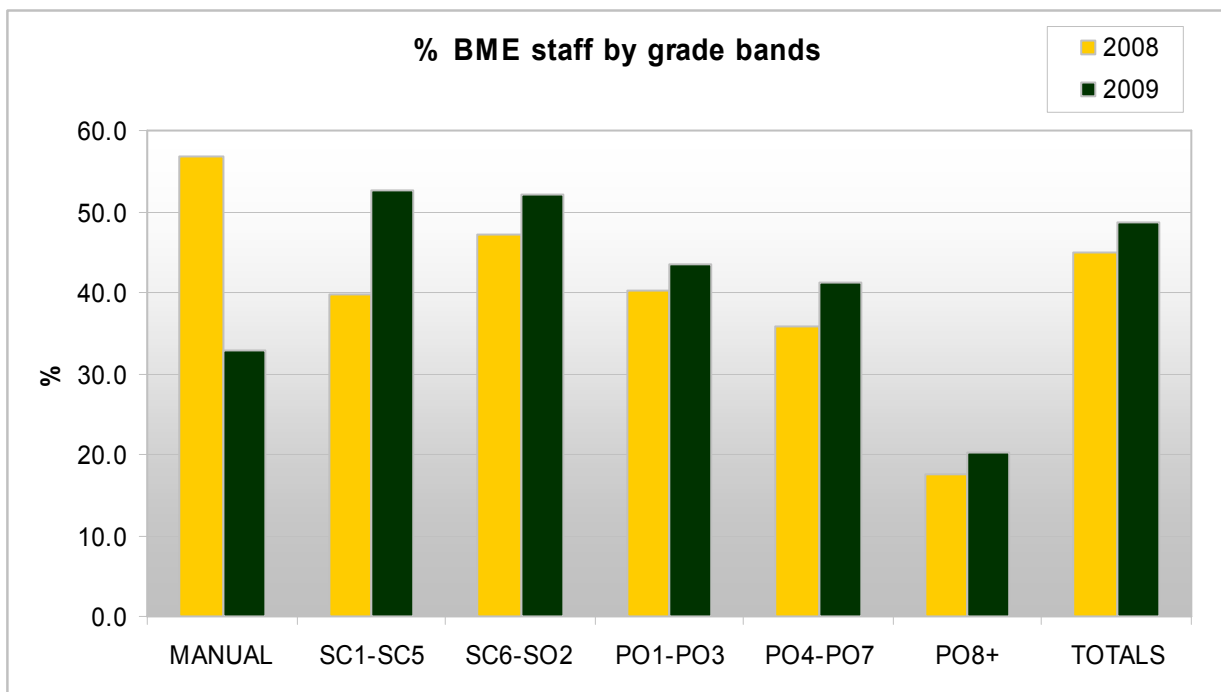
Section Two – A Diverse Workforce

Ethnic Breakdown (continued)

Haringey serves a multicultural community of around 217,000 with 34% coming from black & minority ethnic communities. With 7289 staff (approximately 9000 including teachers), Haringey Council is the largest employer in the borough. 44% of 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 by directorate.

% Ethnic distribution by directorate								
Directorate	Black	Asian	Mixed	Other	BME	White	White Other	Not Dec
AS	42.8	6.6	2.8	3.6	55.9	26.9	16.4	0.8
C	42.6	7.1	3.1	2.0	54.7	27.5	15.7	2.2
C-S	24.8	8.9	2.9	2.0	38.6	34.7	21.3	5.5
CR	41.1	9.4	3.1	4.5	58.0	26.8	14.4	0.8
PO	25.4	7.1	7.1	1.8	41.4	39.1	18.9	0.6
PP	34.6	2.6	3.9	2.6	43.9	35.5	19.7	0.9
UE	35.1	7.0	6.0	3.0	51.1	33.7	14.5	0.6
HGY	**34.9**	**7.8**	**3.3**	**2.7**	**48.7**	**30.9**	**17.7**	**2.7**
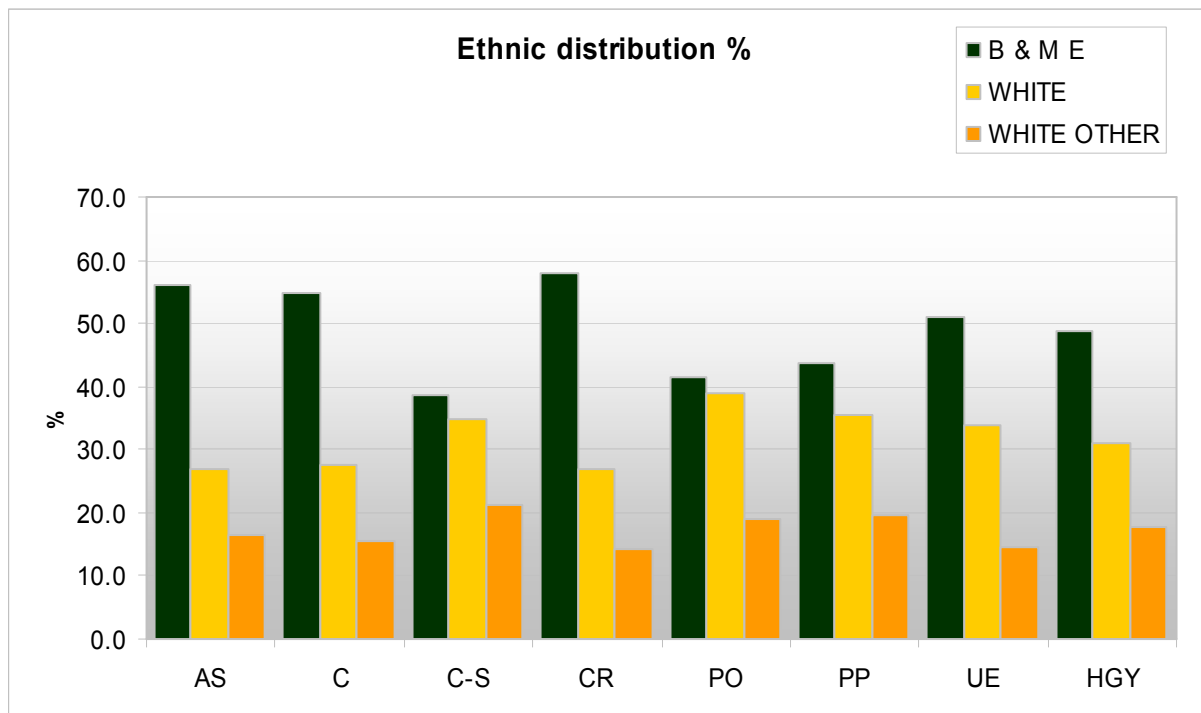
Section Two – A Diverse Workforce

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						
Directorate	Headcount	Total % PT	Male		Female	
			Total	% PT	Total	% PT
AS	1370	32.0	80	5.8	358	26.1
C	1431	44.4	57	4.0	579	40.5
C-S	2548	80.4	183	7.2	1865	73.2
CR	876	30.5	65	7.4	202	23.1
PO	169	10.1	2	1.2	15	8.9
PP	228	12.7	4	1.8	25	11.0
UE	667	6.9	18	2.7	28	4.2
HGY	**7289**	**47.8**	**409**	**5.6**	**3072**	**42.1**

- 47.8% of the workforce are considered to be part-time. This breaks down to 42.1% female and 5.6% male

- 73.8% of the workforce are women

- 88% of part-time staff are women
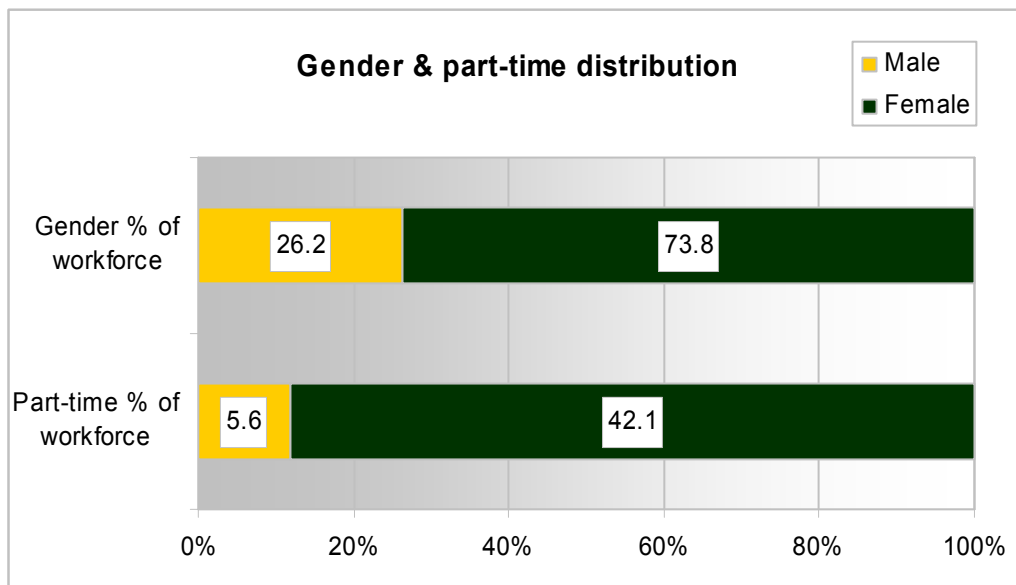
Section Two – A Diverse Workforce

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	2006/7	2007/8	2008/9
16<25	4.2	5.2	4.0
25<35	18.9	18.9	18.3
35<45	31	31.1	27.9
45<55	30.4	30.6	33.4
55<65	14.4	13.2	15.1
65+	1.1	1	1.3
Total	6985	7240	7289
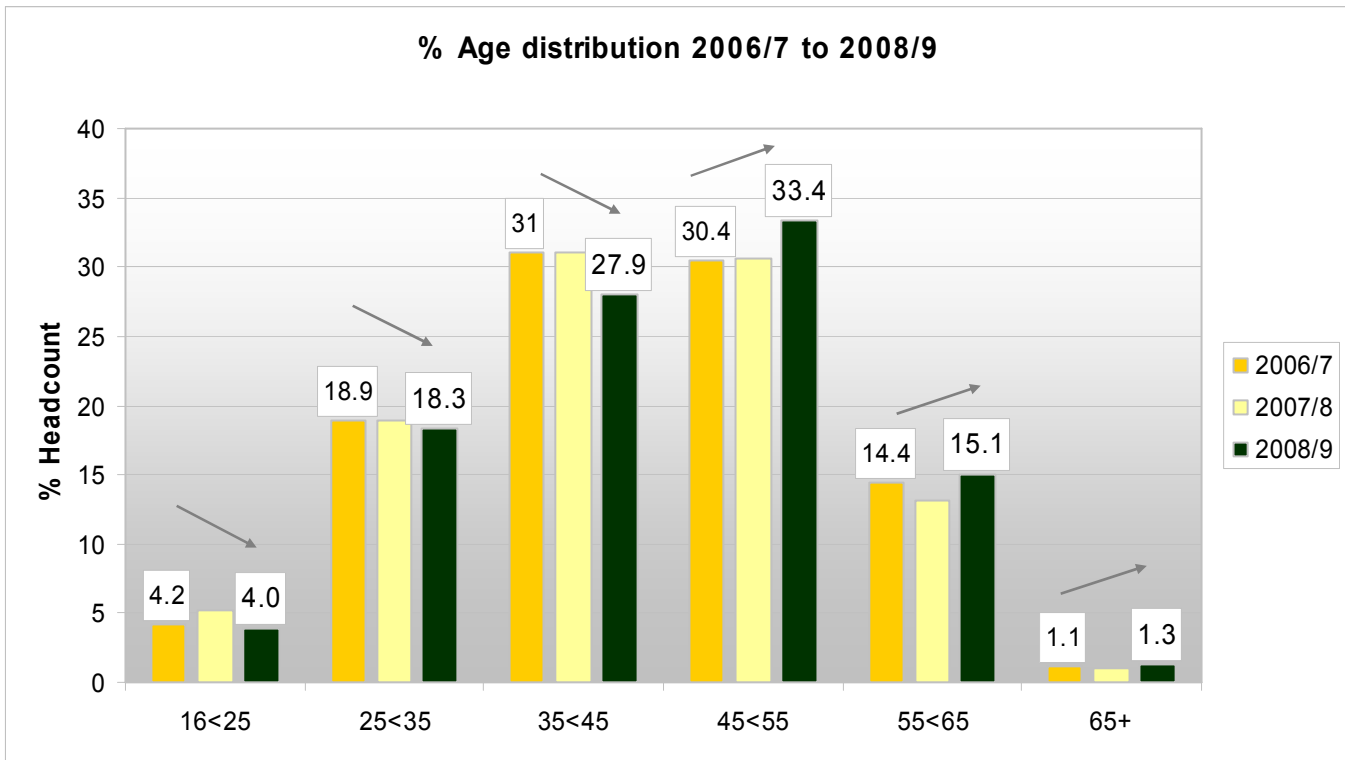
- The % of staff aged 34 and under has fallen by 1.8% compared with 2007/8

- 49.8% of the workforce are aged 45+, an increase of 5% from last year

- The workforce continues to age with 16.4% of staff aged 55+, a 2.2% increase from last year's figure

Section Two – 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	1370	45	20.0	4.9	14.9	25.5	34.7	19.1	0.9
C	1431	45	18.6	3.4	14.9	26.3	36.8	17.7	0.9
C-S	2548	43	15.4	4.6	17.4	28.3	34.3	13.9	1.5
CR	876	43	16.9	2.2	21.0	30.5	29.5	14.7	2.2
PO	169	40	9.5	4.7	33.1	24.9	27.8	9.5	0.0
PP	228	41	7.9	2.2	28.1	31.6	30.3	7.0	0.9
UE	667	41	11.7	3.7	25.8	31.2	27.6	10.2	1.5
HGY	**7289**	**44**	**16.4**	**4.0**	**18.3**	**27.9**	**33.4**	**15.1**	**1.3**

% Age distribution per directorate
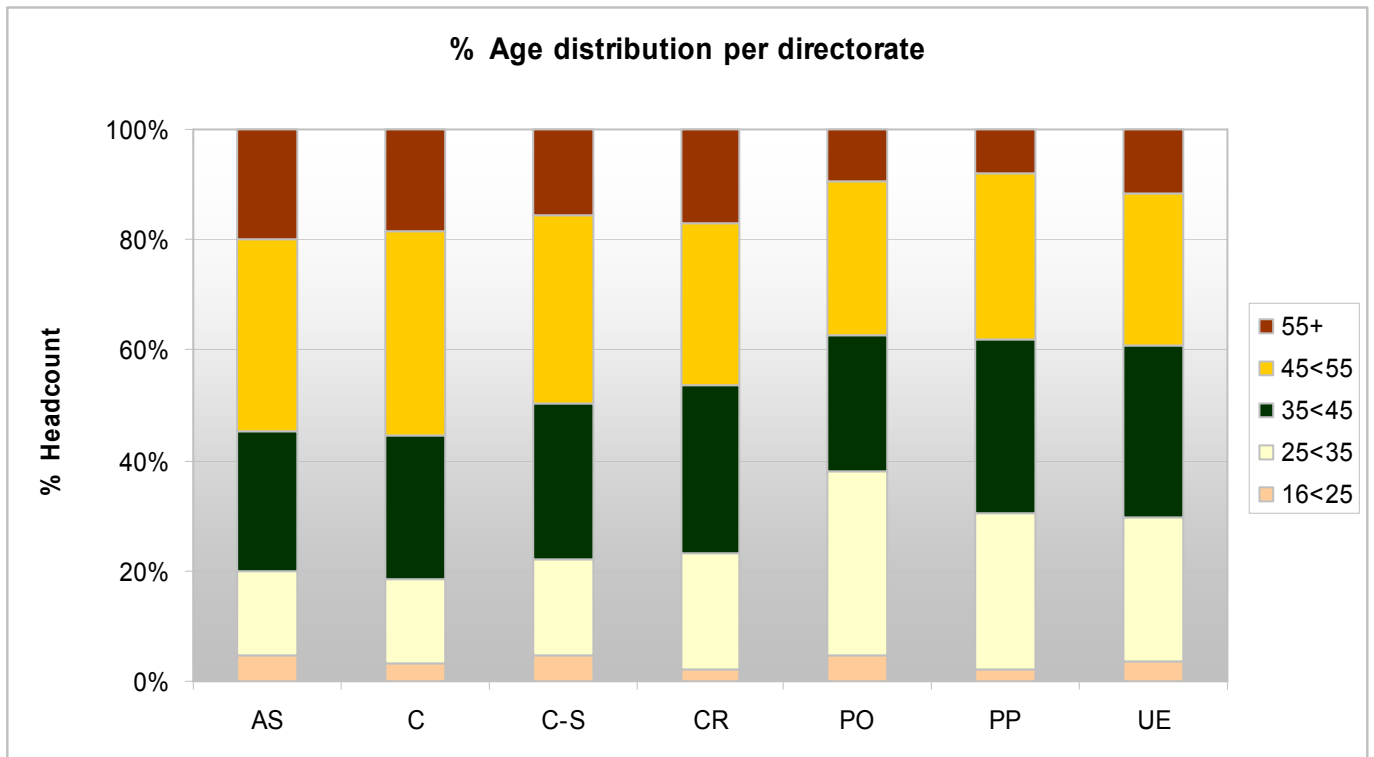
- The average age of a Haringey Council employee is 44, this has increased by 1 year compared to 2007/8

- Adults, Culture and Communities have the highest % staff 55+ but also the highest % of under 25s at 4.9%

Section Two – 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 by grade band.

% Age distribution by grade band						
	16<25	25<35	35<45	45<55	55<65	65+
MANUAL	4.8	2.0	2.7	3.5	4.4	6.3
SC1-SC5	74.4	46.7	46.6	50.3	52.9	76.0
SC6-SO2	19.0	31.3	26.5	21.1	17.7	12.5
PO1-PO3	1.4	12.7	11.9	9.9	9.8	3.1
PO4-PO7	0.3	6.4	9.4	9.8	9.5	1.0
PO8+	0.0	0.9	2.9	5.4	5.7	1.0
Headcount	**289**	**1337**	**2037**	**2433**	**1097**	**96**

% Age distribution by grade band
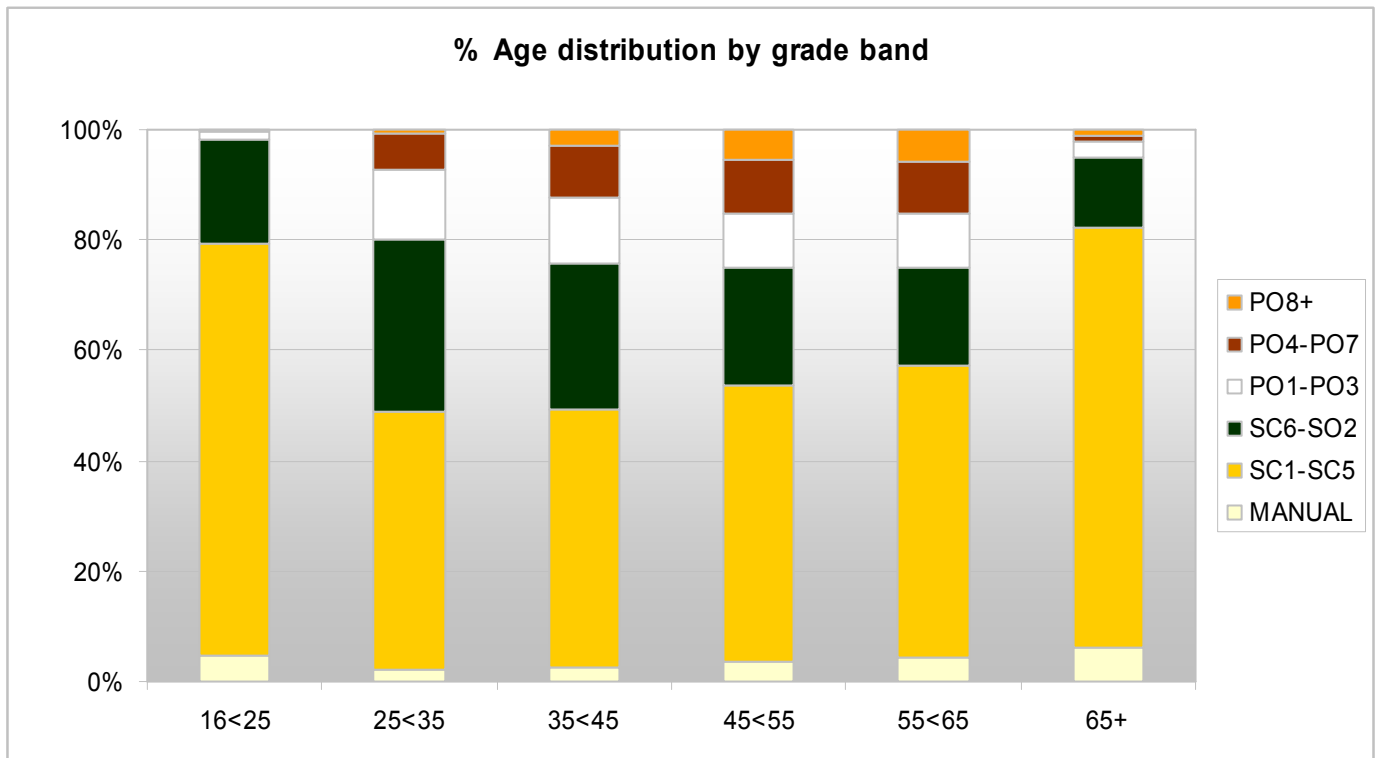
- Almost half of staff in all age groups are in grade band SC1-SC5

- Staff 55+ have the highest representation in grade band PO8+ compared with other age groups

Section Two – A Diverse Workforce

Age Analysis (continued)

% Age distribution by length of service						
	16<25	25<35	35<45	45<55	55<65	65+
0<1	44.6	18.3	11.5	8.0	3.6	4.2
1<2	22.8	18.7	12.3	10.1	6.1	3.1
2<5	24.9	38.1	27.5	20.7	11.5	7.3
5<10	7.6	20.9	27.6	26.8	20.1	26.0
10<15	0.0	3.7	8.7	11.4	14.1	13.5
15+	0.0	0.2	12.4	22.9	44.6	45.8
Headcount	**289**	**1337**	**2037**	**2433**	**1097**	**96**

Section Two – 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.

The number of disabled staff has risen to **5.0%** of the workforce, from **4.6%** last year.

This figure is different from the **6.7%** published in the Performance Indicators, which is based on staff who have made a declaration of their disability status as a 'Yes' or 'No'.

Disabled staff by directorate & grade band							
Directorate	Total	% of Workforce	MANUAL	SC1-SC5	SC6-SO2	PO1-PO3	PO4-PO7	PO8+
AS	91	6.6	8	46	19	7	10	1
C	77	5.4	1	23	28	7	18	0
C-S	68	2.7	2	50	12	3	1	0
CR	56	6.4	0	15	27	8	4	2
PO	9	5.3	0	2	2	3	2	0
PP	16	7.0	0	0	1	10	4	1
UE	47	7.0	1	13	16	12	4	1
HGY	**364**	**5.0**	**12**	**149**	**105**	**50**	**43**	**5**

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

Disabled employees by grade band

PO4-PO7 12%
PO8+ 1%
MANUAL 3%
PO1-PO3 14%
SC1-SC5 41%
SC6-SO2 29%
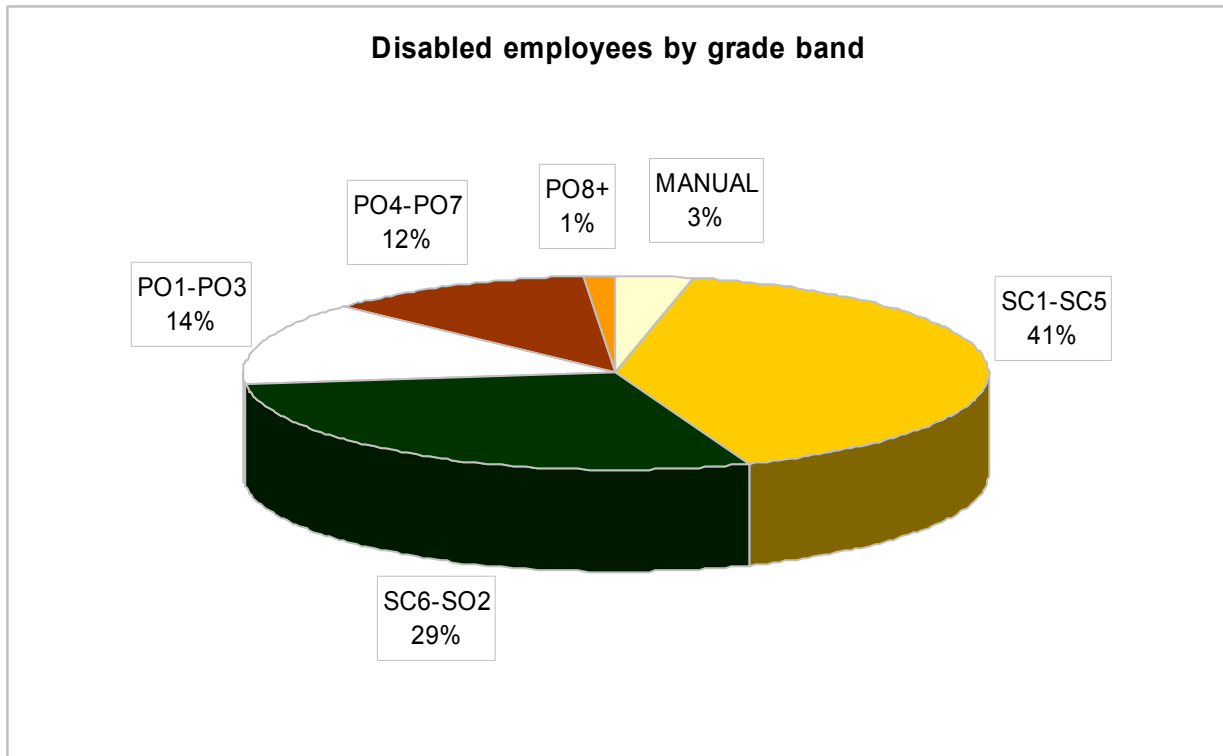
Section Three – Recruitment & Retention

Summary

Employee Turnover

The Council's overall turnover rate stood at 17% for the last year, this is an increase of 3.4% on last year's figure. This is attributable to schools with a turnover level of 24%. The remainder of the council is in line with the turnover levels of other London authorities, which have an average turnover rate of 13.5% (London Councils Scorecard Quarter 3 2008/9).

New Starters

984 new employees joined Haringey over the 2008/9 financial year. Comparatively in 2007/8 there were 1127 new starters.

Out of all new starters, 17% were from the 16-24 age band, compared with 29% of new starters aged 25-35. The working population in Haringey has 12% within the youngest age band 16-24 (ONS: 2007).

44% of new starters are from BME backgrounds. Comparatively the wider employment rate of BME people in employment within Greater London is 28% (GLA: 2006).

2% of new starters declared a disability.

71% 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

Redeployment

We improved our redeployment process last year to give all redeployees 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 2008/9 was 65. Of these, 24 were redeployed (37%), creating a saving of £234,826. On average redeployees were on the redeployment register for 70 days.
- Our redeployment success rate has significantly increased from last year by 16% which consequently has doubled the Council's redeployment savings in comparison to 2007/8

Apprenticeships

The council has been offering apprenticeships to around a dozen local residents in the 16-24 age range for the last few years. As a result of additional government targets and funding the council have a set a target of achieving 70 apprenticeships within the next 2 years. We have set a target of 30 apprenticeships this year which will comprise 12 admin, 5 gardening and 13 social care apprenticeships.

Employing long term unemployed using the Hays Agency contract

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.

Section Three – Recruitment & Retention

Summary (continued)

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 provides them with 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 89 people individuals have been placed with local agencies with 77% still working and 6 have obtained permanent jobs with the council.

Pay and benefits

We agreed the equal pay package last year with the unions and this is currently being implemented. There is a comprehensive package of benefits which include the pension scheme, flexible working opportunities, learning and development programmes, reduced cost health screening, free money management seminars and shopping and entertainment discounts.

Staff survey

The survey enables us to establish what our employees value most about working for Haringey. Some key findings from the last survey in July 2008 are:

- 62% staff believe we work with integrity & deliver on our promise
- 91% staff believe they have the knowledge and skills to do their job
- 60% staff believe they get the right information to do their job well
- 56% staff believe their opinion is sought on decisions about their work
- 64% staff believe the Council ensure that all have an equal opportunity to Learning & Development

Section Three – Recruitment & Retention

Turnover

The following tables look at the different categories of employee turnover per directorate in 2008/9.

Reason for leaving category by directorate							
Directorate	Dismissal	Other	Redundancy	Resignation	Retirement	Contract End	Total
AS	14	11	7	107	34	15	188
C	11	13	13	100	30	28	195
C-S	13	51	10	344	46	146	610
CR	13	4	9	48	9	8	91
PO	0	1	1	10	3	4	19
PP	3	0	0	24	2	6	35
UE	13	20	1	61	3	6	104
HGY	**67**	**100**	**41**	**694**	**127**	**213**	**1242**

Employee turnover rate (%) by category & directorate							
Directorate	Dismissal	Other	Redundancy	Resignation	Retirement	Contract End	Total
AS	1.0	0.8	0.5	7.7	2.4	1.1	13.4
C	0.8	0.9	0.9	7.1	2.1	2.0	13.9
C-S	0.5	2.0	0.4	13.6	1.8	5.8	24.2
CR	1.5	0.5	1.0	5.5	1.0	0.9	10.4
PO	0.0	0.6	0.6	6.0	1.8	2.4	11.3
PP	1.3	0.0	0.0	10.4	0.9	2.6	15.1
UE	1.9	2.9	0.1	8.9	0.4	0.9	15.1
HGY	**0.9**	**1.4**	**0.6**	**9.5**	**1.7**	**2.9**	**17.0**

- Schools has the highest turnover rate at 24.2% with the majority of leavers resigning (13.6%) or their contracts coming to an end (5.8%)

- Policy, Partnerships, Performance & Communications has the 2nd highest level of resignations at 10.4%

We have seen an increase in leavers in 2008/9 compared with 965 reported on in 2007/8. Schools had an additional 200 leavers in 2008/9 compared with last year, which has significantly raised Schools and Haringey's turnover rate.

Voluntary resignations has risen from 630 2007/8 to 694 2008/9, bringing the voluntary turnover rate to 9.5%, a 0.6% increase from last year.

Section Three – 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 (56%) and the one most easily influenced, thus enabling large savings if approached correctly.

Haringey Council's voluntary resignation rate of 9.5% is slightly higher than the average for London Boroughs at 7.8% (London Councils Scorecard Quarter 3 2008/9).

Reason	Haringey Council	London Councils 2008
Resignations	9.5%	7.8%

The following chart highlights the majority % of voluntary resignations compared with all other categories.
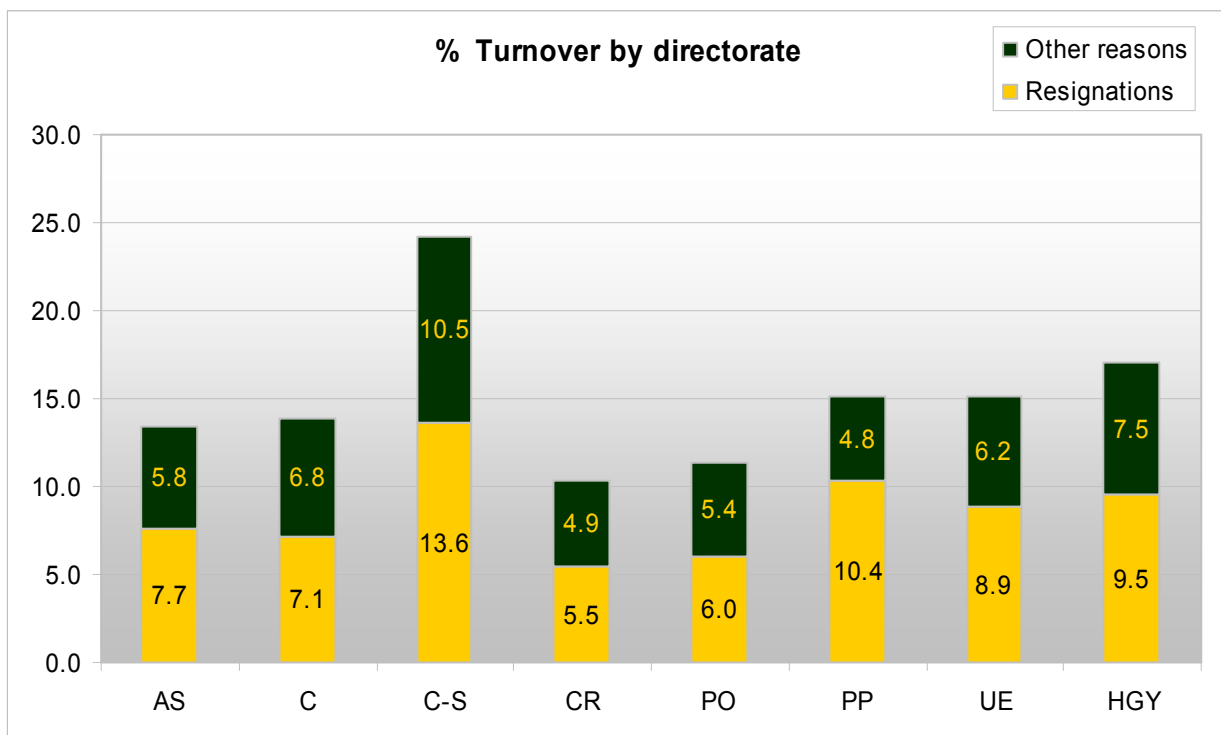
Section Three – Recruitment & Retention

Turnover (continued)

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

The level of voluntary resignations of staff with less than 2 years is similar to last year, but there has been an increase in the level of resignations in the 2-10 years service brackets.

% Voluntary resignation rates by grade band and length of service							
Grade band	Total	0<1	1<2	2<5	5<10	10<15	15+
MANUAL	11.9	23.4	11.7	15.3	9.4	3.6	3.3
SC1-SC5	6.7	10.6	7.7	8.4	9.8	0.8	2.5
SC6-SO2	11.2	24.8	19.2	14.8	16.5	2.7	0.3
PO1-PO3	7.2	9.9	17.6	11.6	6.0	2.8	3.4
PO4-PO7	15.7	4.7	39.6	16.2	30.9	8.6	7.2
PO8+	12.1	8.3	26.3	17.9	22.2	2.2	4.5
Totals	**9.5**	**15.0**	**14.0**	**12.2**	**13.2**	**2.5**	**2.9**

Number of voluntary resignations by grade band and length of service							
Grade band	Total	0<1	1<2	2<5	5<10	10<15	15+
MANUAL	123	39	14	39	22	4	5
SC1-SC5	191	50	29	62	37	4	9
SC6-SO2	190	40	32	65	44	8	1
PO1-PO3	56	6	12	19	7	4	8
PO4-PO7	103	2	21	27	30	10	13
PO8+	31	2	5	11	9	1	3
Totals	**694**	**139**	**113**	**223**	**149**	**31**	**39**

Number of voluntary resignations by age band and length of service							
Age band	Total	0<1	1<2	2<5	5<10	10<15	15+
16-24	39	17	9	12	1	0	0
25-34	262	59	47	99	54	3	0
35-44	200	37	29	63	51	10	10
45-54	144	21	25	38	33	14	13
55-64	42	4	3	11	8	3	13
65+	7	1	0	0	2	1	3
Totals	**694**	**139**	**113**	**223**	**149**	**31**	**39**

Turnover (continued)

Section Three – Recruitment & Retention

Turnover (continued)

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

% Voluntary resignation rates by grade band and age band							
Grade band	Total	16-24	25-34	35-44	45-54	55-64	65+
MANUAL	11.9	24.0	22.7	13.0	8.5	6.1	18.2
SC1-SC5	6.7	10.7	15.0	6.3	3.4	1.8	4.3
SC6-SO2	11.2	9.3	24.8	8.7	6.3	2.2	0.0
PO1-PO3	7.2	0.0	13.8	6.3	4.6	4.0	0.0
PO4-PO7	15.7	0.0	24.7	18.5	13.0	7.6	66.7
PO8+	12.1	0.0	24.0	14.8	8.8	13.6	0.0
Totals	**9.5**	**11.7**	**19.3**	**9.3**	**6.2**	**4.1**	**8.3**

Number of voluntary resignations by grade bands and age band							
Grade band	Total	16-24	25-34	35-44	45-54	55-64	65+
MANUAL	123	9	29	39	30	12	4
SC1-SC5	191	24	80	48	30	7	2
SC6-SO2	190	6	102	48	30	4	0
PO1-PO3	56	0	25	16	11	4	0
PO4-PO7	103	0	23	39	32	8	1
PO8+	31	0	3	10	11	7	0
Totals	**694**	**39**	**262**	**200**	**144**	**42**	**7**

- The voluntary resignation rate for 16-24 age band has reduced this year to 11.7% from 14.9%

- 66% of these 16-24 year olds left within 2 years of starting, this is the highest % for any age band

- We have seen a 4.4% increase in voluntary resignations for age band 25-34 from 14.9% to 19.3% and a slight increase of 0.9% for 35-44 age band compared with 2007/8

- 32% of staff who left voluntary had 2-5 years service with Haringey
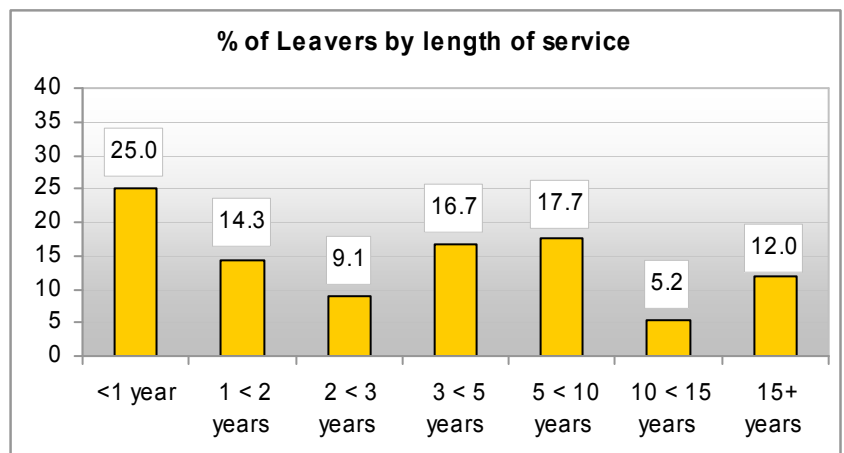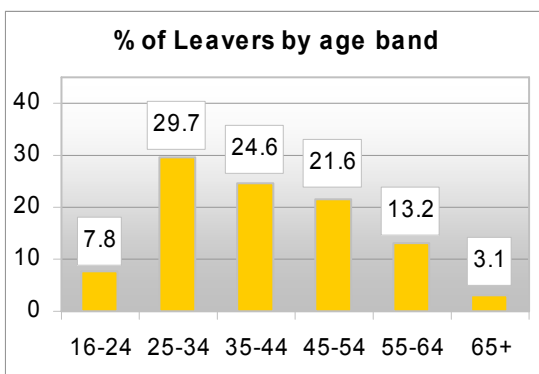
Section Three – Recruitment & Retention

Turnover (continued)

The following tables show the number of leavers for each directorate by ethnic group and age band.

Directorate	BME		White		White Other		Not Declared		HGY	
	Total	%	Total	%	Total	%	Total	%	Total	%
AS	107	56.9	58	30.9	20	10.6	3	1.6	188	15.1
C	95	48.7	64	32.8	23	11.8	13	6.7	195	15.7
C-S	191	31.3	251	41.1	139	22.8	29	4.8	610	49.1
CR	62	68.1	18	19.8	11	12.1	0	0.0	91	7.3
PO	3	15.8	13	68.4	2	10.5	1	5.3	19	1.5
PP	14	40.0	15	42.9	6	17.1	0	0.0	35	2.8
UE	61	58.7	31	29.8	9	8.7	3	2.9	104	8.4
HGY	**533**	**42.9**	**450**	**36.2**	**210**	**16.9**	**49**	**3.9**	**1242**	**100.0**

Leavers by directorate and ethnicity

The number of black & minority ethnic leavers is lower than all white staff and lower than the proportion of BME staff in the workforce. This appears to be an ongoing trend compared with last year, showing more white staff leave the organisation than black & minority ethnics.

Directorate	16-24		25-34		35-44		45-54		55-64		65+		Totals	
	Total	%	Total	%	Total	%	Total	%	Total	%	Total	%	Total	%
AS	11	5.9	39	20.7	41	21.8	55	29.3	33	17.6	9	4.8	188	15.1
C	23	11.8	45	23.1	42	21.5	48	24.6	31	15.9	6	3.1	195	15.7
C-S	44	7.2	202	33.1	159	26.1	119	19.5	74	12.1	12	2.0	610	49.1
CR	5	5.5	28	30.8	29	31.9	13	14.3	11	12.1	5	5.5	91	7.3
PO	1	5.3	7	36.8	3	15.8	0	0.0	6	31.6	2	10.5	19	1.5
PP	5	14.3	16	45.7	7	20.0	5	14.3	2	5.7	0	0.0	35	2.8
UE	8	7.7	32	30.8	25	24.0	28	26.9	7	6.7	4	3.8	104	8.4
HGY	**97**	**7.8**	**369**	**29.7**	**306**	**24.6**	**268**	**21.6**	**164**	**13.2**	**38**	**3.1**	**1242**	**100.0**

Leavers by directorate and age band

% of Leavers by age band

% of Leavers by length of service

- The highest % of leavers are in 25-34 age band
- 25% of leavers have less than 1 years service, of these, 59% had reached the end of their temporary/ fixed term contract

Section Three – Recruitment & Retention
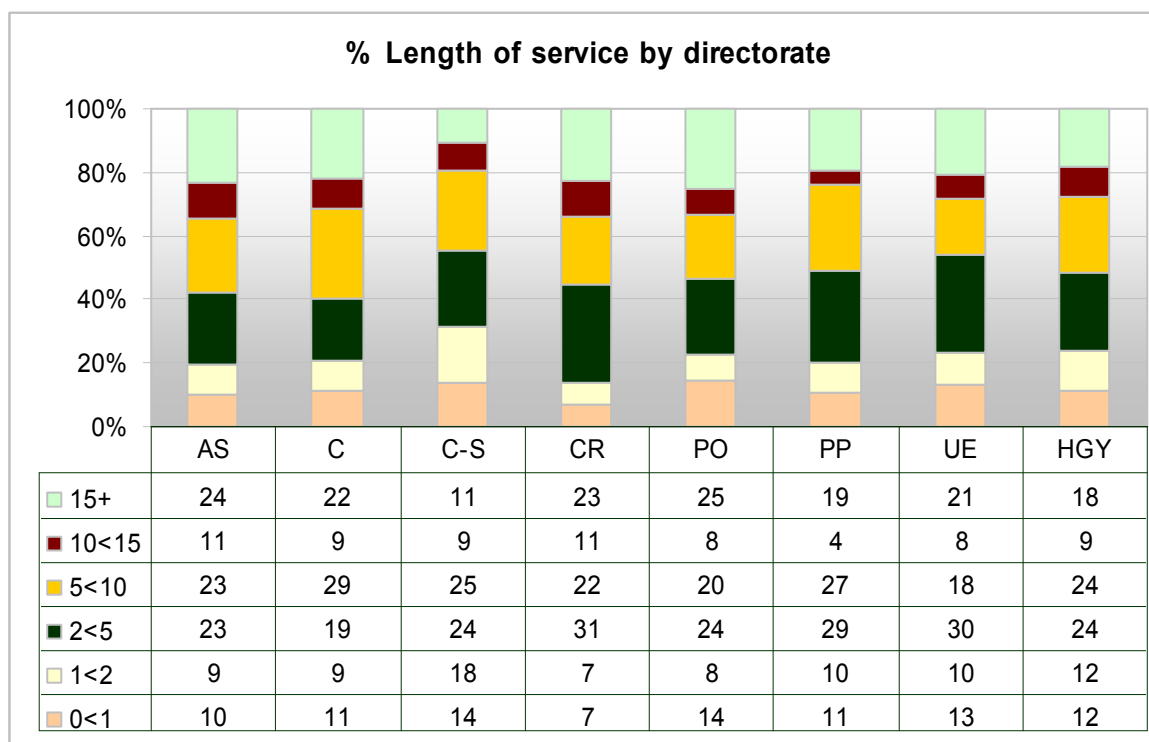
Length of service

The following table shows the average length of service for each directorate by 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 in years by directorate and grade band							
Directorate	MANUAL	SC1-SC5	SC6-SO2	PO1-PO3	PO4-PO7	PO8+	Total
AS	13.7	7.4	9.9	12.6	10.3	11.0	9.3
C	5.6	8.5	8.6	10.6	9.1	10.4	8.9
C-S	2.4	6.0	8.1	10.3	6.4	8.0	6.3
CR	8.6	6.9	9.6	10.7	11.0	9.3	9.1
PO	0.0	10.1	6.6	11.0	11.8	13.0	9.4
PP	0.0	5.8	5.4	6.3	9.5	13.3	7.8
UE	8.9	3.9	9.0	10.7	9.9	9.6	8.1
HGY	**8.5**	**6.6**	**8.8**	**10.6**	**9.8**	**10.5**	**8.0**

- The average length of service per Haringey employee is 8 years
- People and OD have the highest average of 9.4 years followed closely by Adults, Culture and Communities (9.3) and Corporate Resources (9.1)
- Schools have the lowest average of 6.3 years and this could be due to high turnover rates

The data below shows that 48% of the organisation has between 2-9 years length of service. 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 10-14 year range at 9% of the organisation. 18% of leavers in 2008/9 had 5-9 years service, the second highest group of leavers by length of service. The reason for this could be that staff that fall into 5-9 year range find they have less promotional opportunities, as the average length of service increases within the higher grade bands and there are less leavers.

% Length of service by directorate

	AS	C	C-S	CR	PO	PP	UE	HGY
15+	24	22	11	23	25	19	21	18
10<15	11	9	9	11	8	4	8	9
5<10	23	29	25	22	20	27	18	24
2<5	23	19	24	31	24	29	30	24
1<2	9	9	18	7	8	10	10	12
0<1	10	11	14	7	14	11	13	12

Section Four – In Sickness and In Health

Summary

Sickness Absence

The Sickness Absence Target set by the Council is **8.80** days per person.

The Council's average sickness absence rate at the end of March 2009 was 8.88 days, again showing a marked improvement from last year's average of 9.67 days and almost hitting our set target.

The overall direct cost of sickness absence for 2008/9 was £5,544,079. This is a saving of £495,316 from last year's cost of £6,039,395

The Council is continually committed to reducing sickness absence and will decrease its target of 8.80 days to **8.50** days for **2009/10**. We have also identified individual business targets for sickness absence to help achieve the corporate target.

During 2008/9 the Council revised its Sickness Absence Monitoring and Control Procedure and reduced the sickness triggers days from 8 to 6 days. This will assist the organisation to address sickness levels before they get too high or problematic.

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 8.88 days.

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

- 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 as part of the smart working and accommodation changes roll-out

- Shorter referral times for appointments with the St Ann's Hospital physiotherapy unit

- Health and Safety undertake stress management audits where high levels of sickness and stress related absence are prevalent.

Section Four – In Sickness and In Health

Sickness Absence Data

This section looks at sickness absence data and analysis.

The following graph shows sickness absence performance over a period of 12 months.

- The average number of days sick per employee fell for most directorates contributing to Haringey Council achieving 8.88 days, again showing a marked improvement from last year's average of 9.67 days

- The overall direct cost of sickness absence for 2008/9 was £5,544,079. This is a saving of £495,316 from last year's cost of £6,039,395

Sickness absence progress April 2008-March 2009

Month	Value
Apr-08	9.53
May-08	9.40
Jun-08	9.18
Jul-08	9.00
Aug-08	8.95
Sep-08	9.07
Oct-08	9.05
Nov-08	8.74
Dec-08	8.65
Jan-09	8.55
Feb-09	8.82
Mar-09	8.88
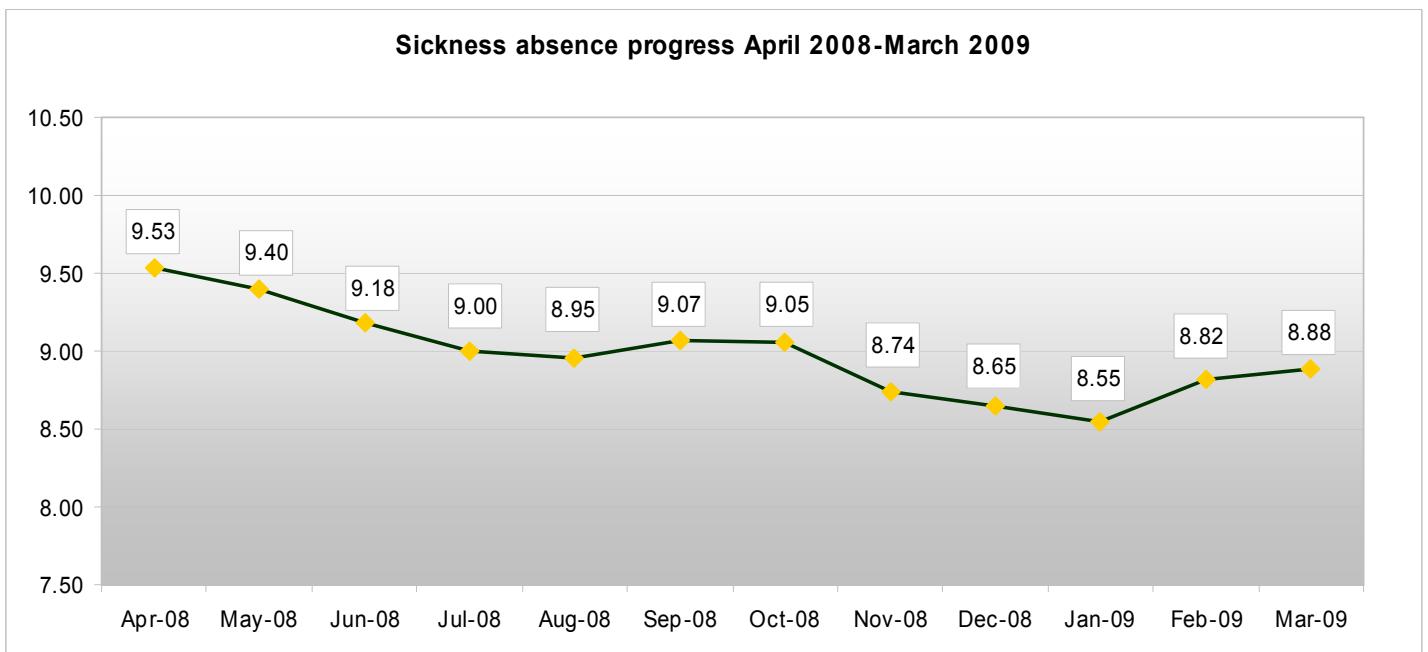
Sickness days and cost over 2 years		
Year	Average days	Cost
2008/9	8.88	£5,544,079
2007/8	9.67	£6,039,395

Section Four – In Sickness and In Health

Sickness Absence Data (continued)

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

- With 11.21 days per employee, Childrens Service had the highest average number of sick days per employee, 54.2% was attributed to long term (single spell of 20 days or more) absence

- Adults had the highest proportion of long term sickness at 60.5%

- Schools had the highest proportion of short term sickness at 66.8%
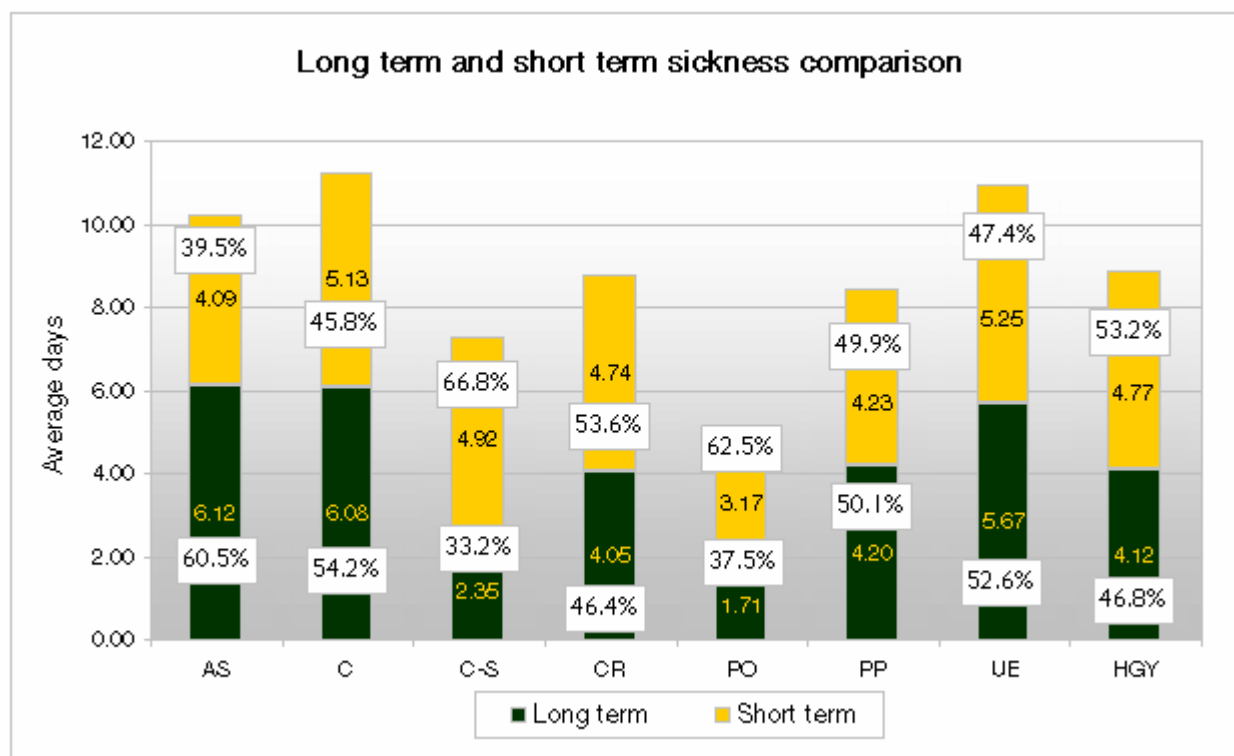
Higher levels of average sickness absence (14 days plus) exist within the following service areas:

Directorate	Service
AS	Learning Disabilities, Haringey Adult Learning Section
C	Education Psychology, Early Years & Play, Finance Service, Resources & Placements, Children in Need & Safeguarding
PP	Anti Social Behaviour
UE	Housing Needs Service, Housing Supply Service, Parking Service

Last year 18 services had levels of absence in the 14 days plus group. This year this has reduced to 11 services.

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.

% Short term (1-19) & Long Term (20+) Sickness Absence

ST 53% **LT** 47%

9% 22% 16%

- 1-19 days
- 20-59 days
- 60-89 days
- 90+ days
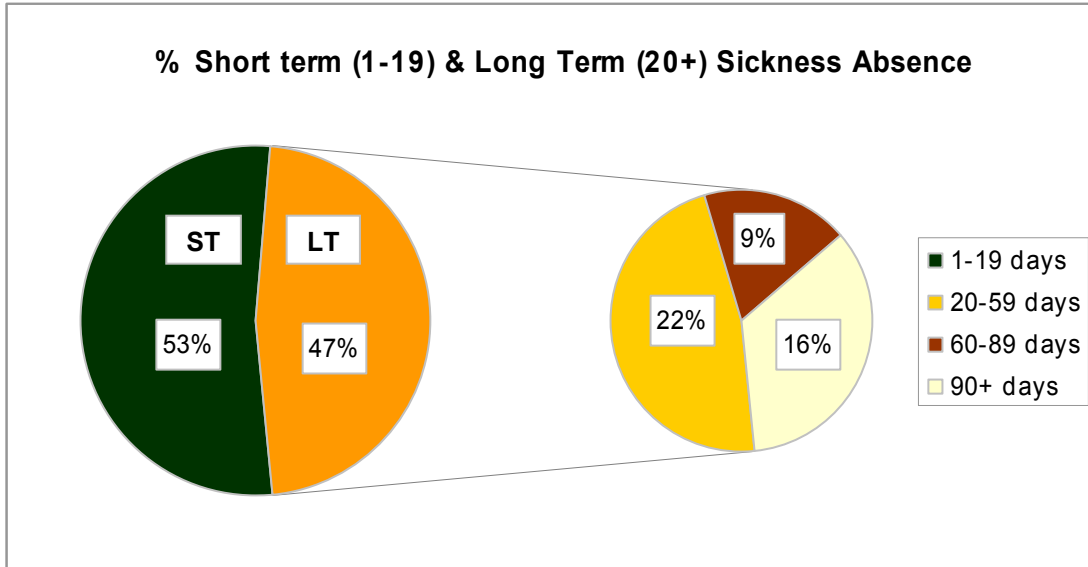
% Breakdown of categorised sickness absence by short and long term (%)

Reason	Short-term (1-19 days)	Long-term (20+ days)	Totals
Back problems	5.9	6.8	6.3
Musculo-skeletal problems	5.8	12.5	8.9
Stress / mental health	4.9	18.6	11.3
Virus / infection	30.7	5.2	18.7
Other categorised	33.8	31.0	32.5
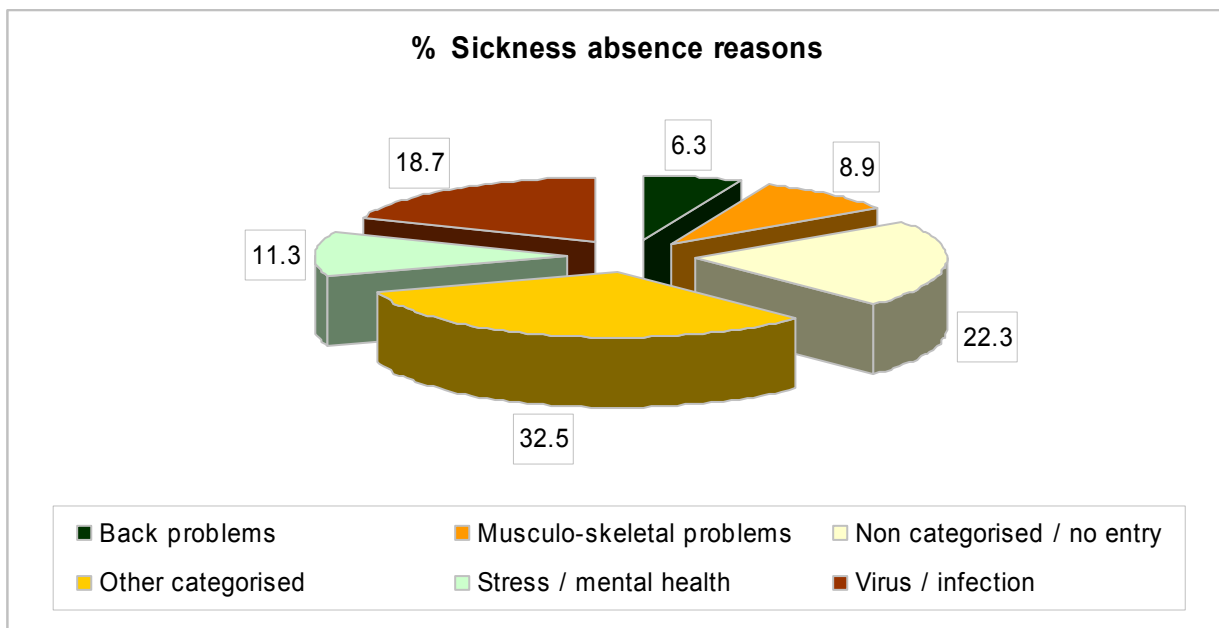
% Sickness absence reasons

18.7 11.3 6.3 8.9 22.3 32.5

- Back problems
- Musculo-skeletal problems
- Non categorised / no entry
- Other categorised
- Stress / mental health
- Virus / infection

Section Four – In Sickness and In Health

Sickness Absence Data (continued)

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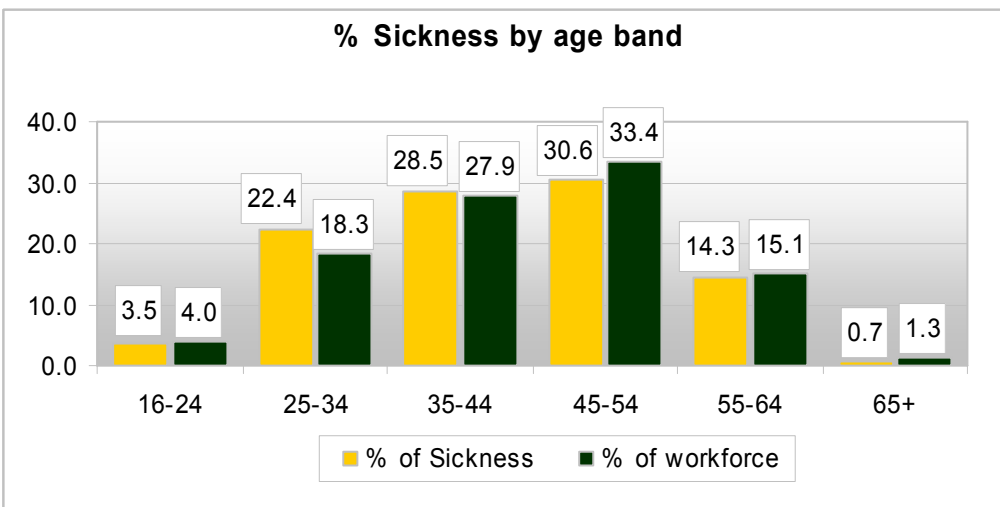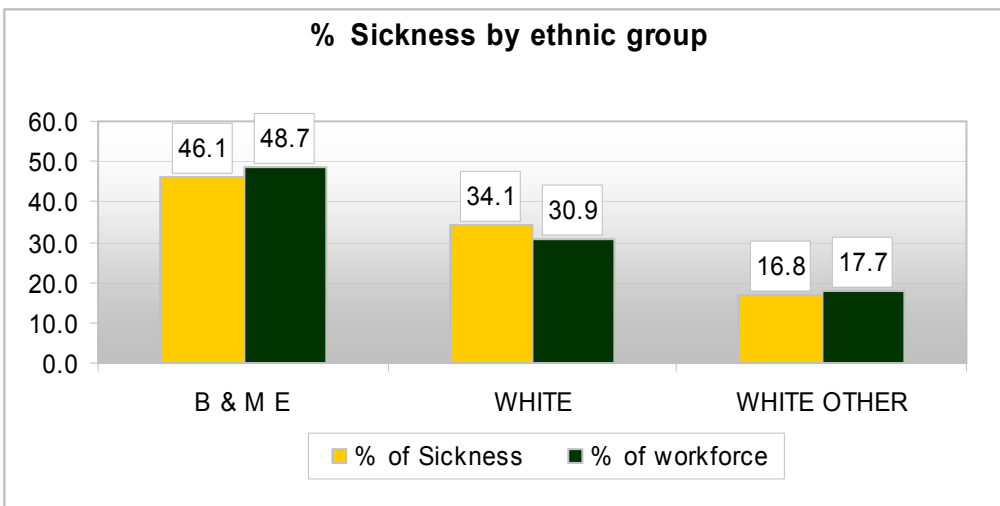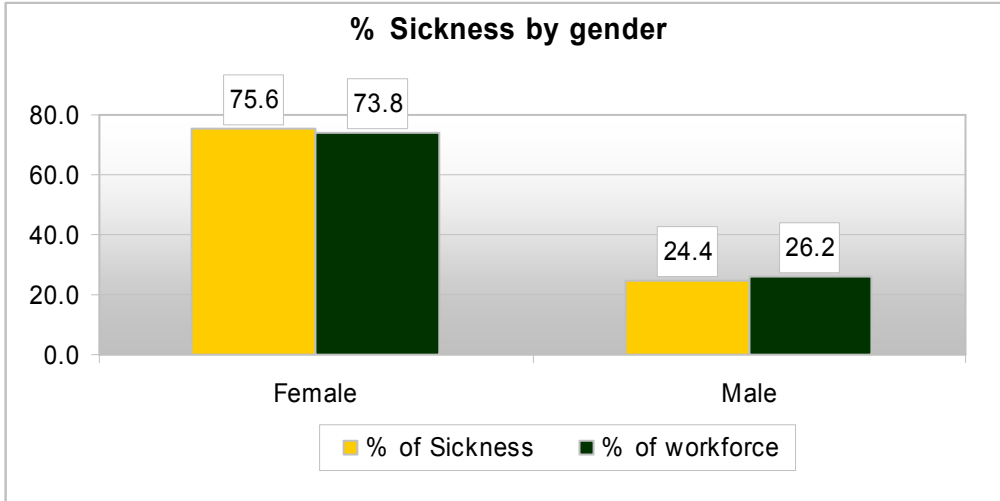
% Sickness by gender

	Female		Male	
% of Sickness	75.6		24.4	
% of workforce		73.8		26.2

Legend: % of Sickness, % of workforce

% Sickness by ethnic group

	B & M E	WHITE	WHITE OTHER
% of Sickness	46.1	34.1	16.8
% of workforce	48.7	30.9	17.7

Legend: % of Sickness, % of workforce

% Sickness by age band

	16-24	25-34	35-44	45-54	55-64	65+
% of Sickness	3.5	22.4	28.5	30.6	14.3	0.7
% of workforce	4.0	18.3	27.9	33.4	15.1	1.3

Legend: % of Sickness, % of workforce

Section Four – In Sickness and In Health

Sickness Absence Data (continued)

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

The graph illustrates that staff in the lower grade bands are more likely to be sick, however, it appears to be proportionate to the % of the workforce within those grade bands.

% Sickness by grade band

Grade band	% of Sickness	% of workforce
MANUAL	2.5	3.2
SC1-SC5	41.0	50.3
SC6-SO2	27.9	23.7
PO1-PO3	11.2	10.6
PO4-PO7	13.0	8.5
PO8+	4.4	3.7
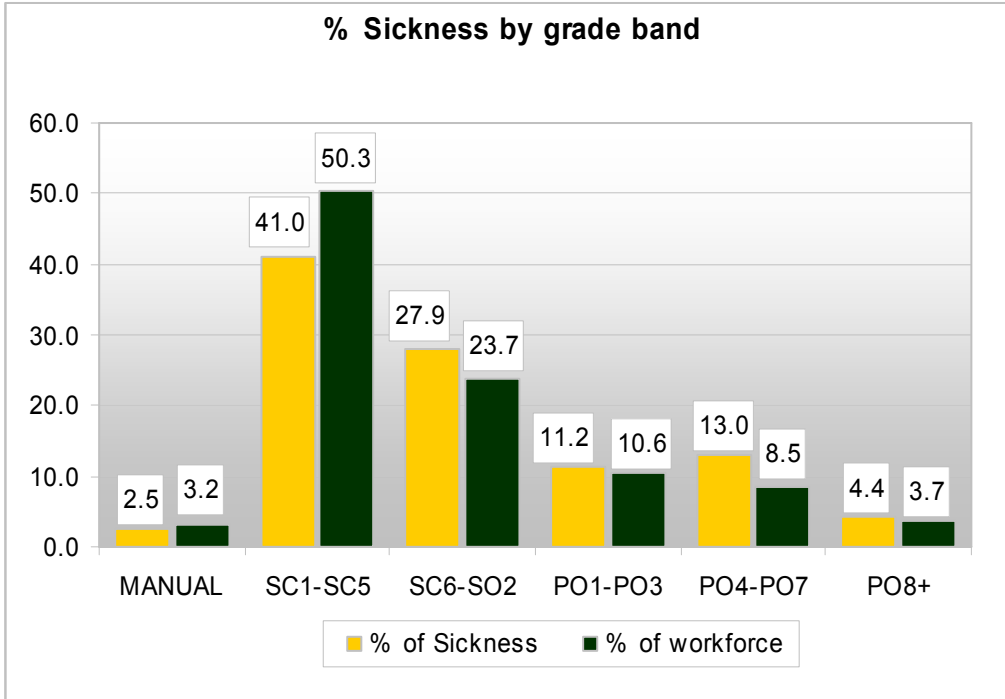
Section Five – Council Performance

Sickness Absence

- At the end of the 2008/9 financial year, Haringey Council recorded an average of **8.88** 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 44 and over 16% of staff are aged 55 or more

Average no. of days sick per employee	
Haringey Council 2008/9	
Haringey (incl. schools)	8.88
Haringey (excl. schools)	10.05
London Councils Absence Survey 2007/8	
- Upper quartile	9.3
- Lower quartile	11.1
- Average	10.2
CIPD Absence Survey Report 2009	
Local government average	10.7

Reasons for absence comparison		
Reason	London Councils Absence Survey 2007/8	Haringey 2008/9
Stress/Mental Health	15.6%	11.3%
Virus/ Infections	12.6%	18.7%
Back	7.3%	6.3%
Other Musculo-skeletal problems	11.4%	8.9%

Section Five – Council Performance
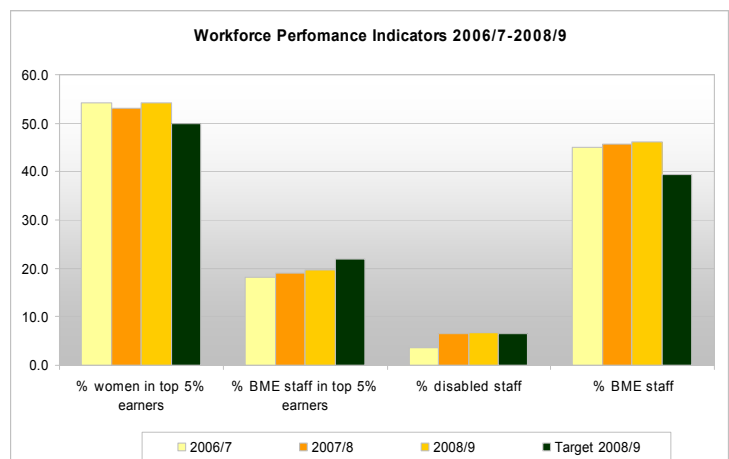
Past & Present

This section compares Haringey Council's current performance with previous years for sickness absence, turnover and our workforce performance indicators (previously Best Value Performance Indicators).

Performance Indicators

- We are still above our target of 50% of women in the top 5% of earners, with a 1.1% increase from last year

- The number of BME staff within the top 5 % of earners has increased again this year to 19.7% from 19.0%

- The number of staff with a disability has increased further this year and we are now 0.1% above our target of 6.6%

- Reflecting the demographically diverse population of Haringey's community, Haringey Council has consistently exceeded it's target of having more than 39.3% of the workforce coming from BME backgrounds

- We are still striving towards reaching our target of 22% of BME representation in the top 5% of earners and have made steady progress over the last 3 years

- % women in top 5% earners
- % BME staff in top 5% earners
- % disabled staff of workforce
- % BME staff of the workforce
  (see appendix D for definitions)

Workforce Performance Indicators 2006/7-2008/9				
Performance Indicator	2006/7	2007/8	2008/9	2008/9 Target
% women in top 5% earners	54.2	53.1	54.2	50
% BME in top 5% earners	18.2	19.0	19.7	22
% Disabled staff	3.6	6.6	6.7	6.6
% BME staff	44.9	45.7	46.2	39.3

Workforce Perfomance Indicators 2006/7-2008/9

Section Five – Council Performance

Past & Present

Turnover

- The turnover rate is 17% for 2008/9, with an increase of 3.4% compared to last year.

  Based on previous years, turnover within the organisation was on the decline, however, this year has shown a significant increase.

  This is a consequence of an additional 200 leavers compared with 2007/8

Employee Turnover 2006/7 - 2008/9

Year	%
2006/7	14.6
2007/8	13.6
2008/9	17

Sickness Absence

- The sickness absence progress chart shows the decrease in average number of sick days from 2006/7 to 2008/9

- The consistent annual decrease is the result of continued effort by HR consultants and managers to reduce sickness absence through better monitoring

Average sickness days 2006/7-2008/9

Year	Days
2006/7	10.33
2007/8	9.67
2008/9	8.88
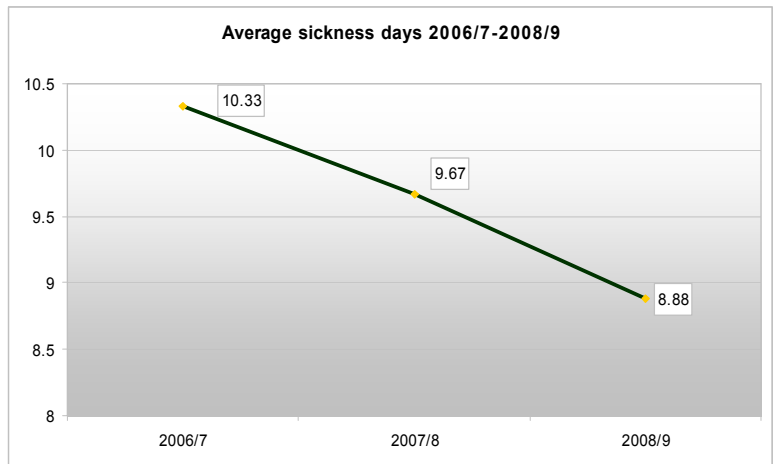
Agency Usage

- As at March 2009 Haringey Council employed more agency staff than at March 2008.

  However, if we look at the average usage of agency staff over the last 2 years, figures indicate that we have engaged less agency staff per month throughout 2008/9 compared with 2007/8

- Management reports are provided monthly to senior management to help them challenge agency usage within their Business Unit

Average agency usage per month 2007/8-2008/9

	FTE
HGY 2008/9	623
HGY 2007/8	642

2007/8 2008/9
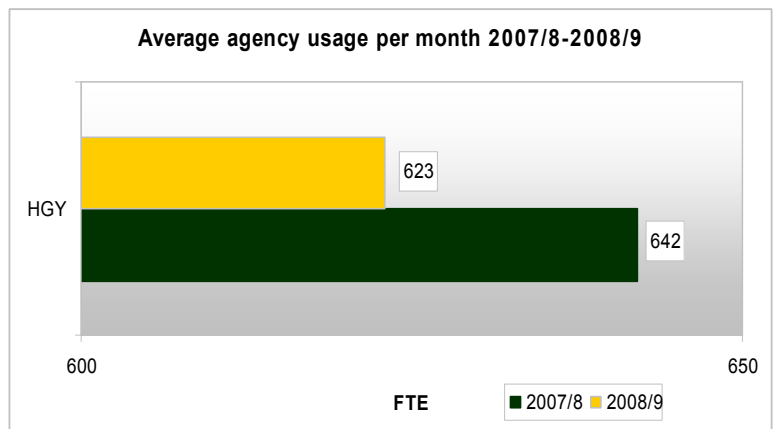
Section Six – Directorate Profiles

Adults, Culture and Community Services – Headcount approx 1400

This directorate includes the following key business units:

- Adults – residential homes, homecare, day care, learning disability, mental health and physical disability services
- Commissioning & Strategy
- Culture, Libraries & Learning – libraries and adult learning
- Recreation Services – parks and leisure centres.

Key workforce indicators and annual performance

Business Unit	Agency usage – % of workforce			Sickness rate – Average days per person			% Voluntary turnover of staff with less than 2 yrs service		
	Apr 08	Mar 09	Change	Apr 08	Mar 09	Change	Apr 08	Mar 09	Change
Adults	13	14	+1	12.5	10.9	-1.6	12.4	12.4	0
Comm & Strategy	2	3	+1	8.6	4.9	-3.7	21.6	15.4	-6.2
Libraries & Learning	7	11	+4	11.9	12.1	+0.2	23.1	12.2	-10.9
Recreation	4	7	+3	9.7	8.6	-1.1	5.3	23.5	+18.2
AS	**10**	**12**	**+2**	**11.7**	**10.2**	**-1.5**	**13.1**	**14.0**	**+1.1**

Agency usage in the directorate is predominantly spread across a small number of job roles directly involved in providing personal care to residents in residential units for Older People and people with Learning Disabilities and people with Mental Health issues. These units operate on a 24/7 basis and so any staff absence must be covered and the most effective way of covering short term sporadic absence is with agency workers. Typical job roles include care assistants, support workers, domestics, cooks and kitchen assistants. Due to the nature of this service there will be a continued need for agency cover to cover for short term absence, however the service does recognise that reductions have to be made. As a consequence the Assistant Director has been holding monthly management panels where managers have to present agency reduction plans and account for their agency usage reductions and this is leading to reductions. Recent pay increases for these posts due to Single Status will improve our ability to attract staff to permanent positions which has been an issue and so this will lead to reductions in agency usage. The above statistics show a marginal increase in the percentage of agency workers however the actual number of agency workers has not increased – the *percentage* has increased due to the fact that the number of permanent staff has decreased.

Turnover: With regard to turnover the most significant number of leavers with less than 2 years service are from the Residential Service for Older People in the Adults Business Unit of the directorate. The job roles in this service have benefited significantly from pay awards due to Single Status and this will improve our ability to retain staff and the voluntary turnover rates will reduce accordingly. Even though the percentage of voluntary turnover appears high in Recreation, Learning and Libraries and Commissioning this relates to a very small number of resignations and so it is not an issue for the directorate.

Sickness rates across the directorate have been improving markedly, thanks to concerted and sustained management action to address sickness absence. Adult services have seen a reduction of 1.6 days in average sickness rates and Recreation has seen a reduction of 1.1 days. These two services and the directorate overall still have progress to make in reducing absence levels. Reductions across the directorate are continuing.

Section Six – Directorate Profiles

Children and Young People's Services – Headcount approx 1420

This directorate includes the following key business units:

- Children & Families
- Children's Networks – children centres, early years and play, education welfare and psychology
- Business Support & Development – catering and school transport contracts, finance, IT, schools personnel
- School Standards & Inclusion – School standards service, youth service, early childhood service

Key workforce indicators and annual performance

Business Unit	Agency usage – % of workforce			Sickness rate – Average days per person			% Voluntary turnover of staff with less than 2 yrs service		
	Apr 08	Mar 09	Change	Apr 08	Mar 09	Change	Apr 08	Mar 09	Change
Children & Families	19	26	+7	13.2	12.3	-0.9	16.7	13.4	-3.3
Children's Networks	5	9	+4	11.2	11.5	+0.3	15.8	9.2	-6.6
Business Support	8	12	+4	12.7	12.2	-0.5	13.1	13.3	+0.2
School Standards	5	3	-2	7.8	8.6	+0.8	12.9	15.0	+2.1
CS	**11**	**15**	**+3**	**11.6**	**11.2**	**-0.4**	**17.0**	**14.2**	**-2.8**

Agency usage in the directorate is predominantly spread across a few job roles including social care workers, general kitchen assistants, play and children's centre workers. The majority of these agency staff are covering vacancies in areas which are hard to recruit (social work and catering) or staff absence. The JAR action plan has identified an area for improvement around the recruitment and retention of excellent staff across the partnership. As part of the work to address this the Council has been undertaking an intensive national and international recruitment campaign to attract social workers and social work managers. To date we have recruited 2 heads of service, 3 team managers, 32 social workers and 1 assistant director. Remaining vacancies being actively recruited to in the Safeguarding Service and Children in Care: 4 social workers, 4 Team Managers, 3 Senior Team Managers.

In addition managers in catering and transport and been working with Human Resources on a recent recruitment campaign for general kitchen assistants.

Turnover rates for staff with less than 2 years service are highest in Children and Families as a result of all the issues arising from the Baby Peter case. It is anticipated that with the appointment of permanent staff in place of agency workers, particularly at manager and senior manager level, a period of greater stability will follow.

Sickness rates across the directorate have remained fairly static although the inputting of sickness data has improved (which will have had an impact on data recorded) and significant progress has been made within business units in certain services e.g. Connexions and Catering. Targeted management action supported by HR is now being directed at Play.

Section Six – Directorate Profiles

Corporate Resources – Headcount approx 870

This directorate includes the following large business units:

- Corporate Finance
- Corporate Procurement
- Benefits & Local Taxation
- Corporate Property
- Customer Services
- Information Technology
- Legal Services

Key workforce indicators and annual performance

Business Unit	Agency usage – % of workforce			Sickness rate – Average days per person			% Voluntary turnover of staff with less than 2 yrs service		
	Apr 08	Mar 09	Change	Apr 08	Mar 09	Change	Apr 08	Mar 09	Change
Corp Finance	22	16	-6	9.6	4.5	-4.1	0	0	0
Corp Procure	13	8	-5	5.2	11.1	+5.9	0	0	0
Benefits & Local Tax	14	8	-6	13.1	10.4	-2.7	3.6	3.4	-0.2
Corp Property	16	14	-2	8.8	8.8	0	5.1	1.9	-3.2
Customer Services	11	9	-2	14.0	9.4	-4.6	4.7	22.2	+17.5
I.T.	13	11	-2	8.9	4.7	-4.2	7.6	16.3	-8.7
Legal	16	32	+16	7.8	11.3	+3.5	23.8	17.4	-6.4
CR	**14**	**13**	**-1**	**10.6**	**8.8**	**-1.8**	**7.1**	**7.5**	**+0.4**

Agency usage in the directorate has reduced overall, with all business units except Legal Services seeing a fall in the number of agency workers. Many of these agency staff are required to cover short term vacancies pending recruitment or staff absence. The increased use of agency staff in Legal Services preceded a restructuring of the service following a strategic review which took place in 2009. As a consequence many improvements have been incorporated into the new structure, reflecting the desire to ensure that salaries for professional legal staff are competitive. It is anticipated that most vacant permanent positions will be recruited to by the end of 2009.

Turnover rates: Whilst the voluntary turnover figures for staff with less than 2 years service in IT would appear to be high it is understood that this is not particularly significant industry-wide in this sector. In Customer Services, the 22% turnover figure equates to 3 resignations from staff with less than 2 years service, out of a total staff complement of approx 150.

Sickness rates across the directorate have been improving markedly, thanks to concerted and sustained action to address sickness absence by Management in partnership with HR. In particular, Corporate Finance, IT and Customer Services have seen reductions of over 4 days per person. In Corporate Procurement and Legal Services the increase is due, in general, to 1 or 2 cases of long term sickness absence in both services.

Section Six – Directorate Profiles

Urban Environment – Headcount approx 680

This directorate includes the following key business units:

- Frontline Services – covering parking and street enforcement, environmental health, trading standards and waste management
- Strategic & Community Housing – housing assessment and homelessness
- Planning, Regeneration & Economy

Key workforce indicators and annual performance

Business Unit	Agency usage – % of workforce			Sickness rate – Average days per person			% Voluntary turnover of staff with less than 2 yrs service		
	Apr 08	Mar 09	Change	Apr 08	Mar 09	Change	Apr 08	Mar 09	Change
Frontline	23	30	+7	14.7	12.1	-2.6	10.9	9.7	-1.2
Housing	10	9	-1	14.8	12.7	-2.1	6.3	17.7	+11.4
Planning	9	10	+1	6.9	5.6	-1.3	10.0	0	-10.0
UE	**17**	**22**	**+5**	**12.8**	**10.9**	**-1.9**	**10.3**	**12.8**	**+2.5**

Agency usage in the directorate is concentrated in Frontline services with a large number of parking attendants, enforcement officers and recycling operatives. These posts are difficult to recruit and retain because of the nature of the job role. These are vital frontline services for the council and therefore need to be staffed to ensure service delivery.

Going forward managers have been working with Human Resources to develop recruitment campaigns that will help to achieve fuller permanent employment in these areas. This has been predominantly in the area of engineers and we are keen to progress with recruitment pools for employment groups like recycling operatives. With the former we have been looking at ways in which we can manage our talent more effectively, an example of this can be demonstrated by building in a progression route within the Highways re-structure.

Turnover rates for staff with less than 2 years service are high in Frontline Services and Strategic & Community Housing.   S&CH have recently had a whole service restructure which should in time lead to retention along with many other positives. HR are piloting a Development Centre to support the positive outcomes required, for example creating an awareness of individual work styles and how this relates to team working.

Sickness rates across the directorate have been improving significantly, thanks to concerted and sustained management action to address sickness absence. Frontline Services have seen a reduction of 2.6 days in average sickness rates and Strategic & Community Housing has seen a reduction of 2.1 days. These two services and the directorate overall still have progress to make and have been given targets of 11.5 days each by the end of this financial year to help achieve the overall council target of 8.5 days.

Section Seven – Appendices

Appendix A – Grade bands

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

Current grade band ranges as of April 2008		
Grade band	Min	Max
MANUAL	£11,613	£17,211
SC1 - SC5	£14,517	£23,046
SC6 - SO2	£23,733	£30,090
PO1 - PO3	£29,307	£35,946
PO4 - PO7	£35,946	£46,767
PO8+	£48,021	+

Appendix B – Leaving Reason Groupings

Employees leaving reasons have been grouped into the following categories:

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

Appendix C – Ethnic Groups

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

Grouping	Definition
BME	Includes black, asian, mixed and other nationalities
WHITE	Includes all British nationalities
WHITE OTHER	Includes non-British white staff - Irish, Greek, Greek Cypriot, Turkish, Turkish Cypriot, Kurdish, Gypsy, Irish Traveler and other white nationalities

Section Seven – Appendices

Appendix D – Performance Indicator descriptions

% 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.

% 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.

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 denominatior 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.

% 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 identy themselves as such against the Disablity Discrimination Act 1995 (DDA). The aim of this indicator is to measure progress towards achieving equal opportunites in employment.

% 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.

Appendix E – HR Metrics Team

The following have contributed to the production of this report:

❖ Steve Davies
❖ Christiana Kyriacou
❖ Colin Ahaneku

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.

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Agenda Item 8
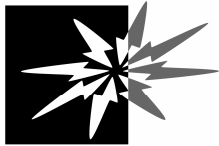
Haringey Council

General Purposes Committee   24 September 2009
Remuneration Committee   5 October 2009

Report Title: **Recruitment of Chief Executive**

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
To outline the process for recruiting a new Chief Executive.

2. Recommendations
2.1 General Purposes Committee to formally nominate Councillor Meehan as the member from the committee to take part in the recruitment and selection process, and note the agreed remaining panel participants.

2.2 Remuneration Committee to agree the grade for the new Chief Executive will be £175,724 to £199,736 with additional performance points as identified in paragraph 9 based on April 2008 rates of pay, and note that the post will be advertised at c.£190k to attract the right calibre of candidate.

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

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

3. Local Government (Access to Information) Act 1985
3.1 No documents that require to be listed were used in the preparation of this report.

4. Financial Implications

4.1 The new post and grade will increase the employment costs by between £23,273 per annum at the minimum of the new grade and £22,336 per annum at the maximum of the grade assuming the employee is in the pension scheme. These costs will be contained within existing cash limits.

5. Legal Implications

5.1. The constitution adopted by the Council in April 2007 and amended by General Purposes Committee in December 2007 requires that appointments to chief officer and deputy chief officer posts be a non-Executive function carried out via the General Purposes Committee. The membership and chairing of the appointment panel will be determined by the Leader and the Chair of General Purposes Committee. A nomination from this committee is therefore required for the recruitment processes outlined above.

6. Equalities Implications

6.1 Any advertising strategy will be appropriate to the need to attract the right candidate and will ensure that we meet our equal opportunities recruitment policy.

7. Background

Dr Ita O'Donovan, Chief Executive will be retiring from her post in February 2010. Therefore the process for recruiting a new chief executive needs to start now.

SOLACE Enterprises have been appointed as the recruitment search consultants following a tender exercise. Their role, together with the Head of Human Resources, will be to facilitate the attraction and appointment of a new Chief Executive.

8. Recruitment

The timetable for recruitment in broad terms is as follows
- Attracting candidates for the post through search and advert – September to early October
- Assessment centres for shortlisted candidates – October – early November
- Interview and selection – Mid November

The interview panel for the role has been identified as
Cllr Claire Kober
Cllr Lorna Reith
Cllr George Meehan
Cllr Eddie Griffith
Cllr Robert Gorrie
Cllr Richard Wilson
Cllr Sara Beynon

9. Pay

As part of the attraction strategy it is recognised that a review of the grade of the postholder is required to attract the right calibre of officer. Following benchmarking with other London authorities and comparison with London authorities currently out to advert for Chief Executives it has been determined that the new salary range for the new postholder will be as follows.

175724
179156
182585
186017
189440
192872
196304
199736
203168
206600
210032

} Additional performance pay points

This is based on April 2008 pay rates. Any resultant pay awards will be applied to this grade.

To attract the right calibre of candidate it has been agreed that the advert will state a salary of c.£190k.

The Council's current performance scheme for the Chief Executive provides that pay progression is linked to performance. It is not proposed to amend the scheme at this time. Three performance pay points are included at the top of the grade to enable Remuneration Committee to consider reward should the postholder reach the highest point of the grade (£199736).

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Agenda Item 10

Haringey Council

General Purposes Committee	**24 September 2009**

Report Title: Decision Taken under Urgency Procedures or Delegated Authority – Recruitment of Director of Children & Families post

Report of the Head of Local Democracy

Signed : *[signature]* on behalf of

Contact Officer : Natalie Cole

Telephone: 020 8489 2919

Wards(s) affected: **Not applicable**	Report for: **Information**

1. Purpose of the report

1.1 To inform the General Purposes Committee of an urgent decision taken under delegated authority by the Director of Children & Young People's Service in consultation with the Cabinet Member for Children & Young People's Service and the Chair of the General Purposes Committee.

2. Introduction by Cabinet Member (if necessary)

2.1. Not applicable

3. State link(s) with Council Plan Priorities and actions and /or other Strategies:

3.1. The post of Director of Children & Families is key towards meeting the Council's Joint Area Review (JAR) action plan and securing safeguarding measures in the authority.

4. Recommendations

4.1. That the report be noted

5. Reason for recommendation(s)

5.1. Not applicable.

6. Other options considered

    6.1. Not applicable

7. Summary

    7.1 To inform the General Purposes Committee of an urgent decision taken under delegated authority by the Director of Children & Young People's Service in consultation with the Cabinet Member for Children & Young People's Service and the Chair of the General Purposes Committee.

8. Chief Financial Officer Comments

    8.1. These are contained in the main report.

9. Head of Legal Services Comments

    9.1. These are contained in the main report.

10. Head of Procurement Comments – [Required for Procurement Committee]

    10.1. Not applicable

11. Equalities & Community Cohesion Comments

    11.1. These are contained in the main report.

12. Consultation

    12.1. Details are contained in the main report.

13. Service Financial Comments

    13.1. Details are contained in the main report.

14. Use of appendices /Tables and photographs

14.1. Not applicable

15. Local Government (Access to Information) Act 1985

15.1　Background Papers
The following background papers were used in the preparation of this report:

Record of Decision Taken under Urgency Procedures or Delegated Authority
- Recruitment of Director of Children & Families post.

The background papers are located at River Park House, 225 High Road, Wood Green, London N22 8HQ.

To inspect them or to discuss this report further, please contact Natalie Cole on 020 8489 2919.

DIRECTOR OF CHILDREN & YOUNG PEOPLE'S SERVICE

Significant decisions - Delegated Action 2009/10

◆ Denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	20.08.09	**Recruitment of Director of Children & Families post**	To create the post of Director of Children & Families on Chief Officer grade CO2 and to nominate a member of the General Purposes Committee to take part in the resultant recruitment and selection process. This is a key post towards meeting the Council's Joint Area Review (JAR) action plan. This was an urgent decision because the recruitment process for the post was required to start during the month of August and the next General Purpose Committee meeting was not scheduled until late September.
2.			
3.			
4.			

Delegated Action

Type	Number
N/A	

Haringey Council

| General Purposes Committee | 24 September 2009 |

Report Title: Decision Taken under Urgency Procedures or Delegated Authority – Member nominations for the Recruitment & Selection Process for the post of Head of Communications & Consultation

Report of the Head of Local Democracy

Signed : *[signature]* · on behalf of

Contact Officer : Natalie Cole

Telephone: 020 8489 2919

| Wards(s) affected: **Not applicable** | Report for: **Information** |

1. Purpose of the report

1.1 To inform the General Purposes Committee of an urgent decision taken under delegated authority by the Assistant Chief Executive – People, Organisation & Development in consultation with the Cabinet Member for Resources and the Chair of the General Purposes Committee.

2. Introduction by Cabinet Member (if necessary)

2.1. Not applicable

3. State link(s) with Council Plan Priorities and actions and /or other Strategies:

3.1. The post of Head of Communications and Consultation is a key post within the area of Policy, Performance, Partnerships and Communication and has a major role to play in ensuring that the Council has an effective communications strategy in place.

4. Recommendations

4.1. That the report be noted

5. Reason for recommendation(s)

5.1. Not applicable.

6. Other options considered

6.1. Not applicable

7. Summary

7.1 To inform the General Purposes Committee of an urgent decision taken under delegated authority by the Assistant Chief Executive – People, Organisation & Development in consultation with the Cabinet Member for Resources and the Chair of the General Purposes Committee.

8. Chief Financial Officer Comments

8.1. These are contained in the main report.

9. Head of Legal Services Comments

9.1. These are contained in the main report.

10. Head of Procurement Comments – [Required for Procurement Committee]

10.1. Not applicable

11. Equalities & Community Cohesion Comments

11.1. These are contained in the main report.

12. Consultation

12.1. Details are contained in the main report.

13. Service Financial Comments

13.1. Details are contained in the main report.

14. Use of appendices /Tables and photographs

14.1. Not applicable

15. Local Government (Access to Information) Act 1985

15.1 Background Papers
The following background papers were used in the preparation of this report:

Record of Decision Taken under Urgency Procedures or Delegated Authority – Member Nominations for the Recruitment & Selection Process for the post of Head of Communications & Consultation.

The background papers are located at River Park House, 225 High Road, Wood Green, London N22 8HQ.

To inspect them or to discuss this report further, please contact Natalie Cole on 020 8489 2919.

DIRECTOR OF ASSISTANT CHIEF EXECUTIVE PEOPLE, ORGANISATION & DEVELOPMENT

Significant decisions - Delegated Action 2009/10

◆ Denotes background papers are Exempt.

No	Date approved by Director	Title	Decision
1.	30.08.09	**Member Nominations for the Recruitment & Selection Process for the post of Head of Communications and Consultation**	To nominate a member of the General Purposes Committee to take part in the recruitment and selection process for the Head of Communications & Consultation. The decision was urgent as the recruitment process for the post needed to be completed during the month of July before the main August holiday period.
2.			
3.			
4.			

Delegated Action

Type	Number
N/A	