



Haringey Council

General Purposes Committee

24 September 2009

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

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

A handwritten signature in black ink that reads "Stuart Young".

Signed

Dated

Contact Officer : Philippa Morris, Corporate Head of Organisational Development
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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; <ul style="list-style-type: none">• 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	And <ul style="list-style-type: none">• Each Director has hosted service and team workshops; and participated in large bi annual cross council staff and manager events.• 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).
c) ensure that Managers have the skills they need for current and future challenges	
d) develop a workforce which understands the councils vision and lives its values by interpreting it and making it relevant to the whole organisation and beyond	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	<p>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.</p> <p>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.</p> <p>Improvement and Innovation proposals discussed and agreed at CEMB spring 09. Project Team set up and plans agreed. To date:</p> <ul style="list-style-type: none"> • 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 <p>Dragons Den to be integrated into the Improvement and Innovation Network</p>

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	<ul style="list-style-type: none"> • 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.
b) Deliver projects that challenge value for money of council structures and processes and maximise opportunities for collaboration deliver efficient, effective and customer focused	<ul style="list-style-type: none"> • Haringey have established a North London Employers Network and areas for joint working have been identified • 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

<p>services</p> <p>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.</p>	<p>admin and possible 6 gardening apprentices)</p> <ul style="list-style-type: none"> • 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.
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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 whilst staying true to our values.

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

What we want to achieve	Examples of progress
<p>a) To promote, develop and embed the values of the Council</p>	<ul style="list-style-type: none"> • 180 staff across 3 floors of Alex House now operating in a SMART Working environment and 50 staff in BLT established as home workers
<p>b) Get the basics right and sustaining good performance</p>	<ul style="list-style-type: none"> • 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.
<p>c) Ensure effective and efficient delivery of HR/OD services in support of the organisation</p>	<ul style="list-style-type: none"> • Grievance, Harassment & Bullying and Capability procedures revised and 8 briefing sessions with managers held to advise them of the changes to the procedures.
<p>d) Develop tools, policies and procedures that are simple, flexible and effective and enable excellent service performance</p>	<ul style="list-style-type: none"> • 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.
<p>e) To make the best use of technology to achieve our objectives</p>	<ul style="list-style-type: none"> • 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.

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	<ul style="list-style-type: none"> • Haringey achieved Investor in People status in 2007 and is undertake a reassessment Summer 2010.
To develop and promote a healthy and safe working environment	<ul style="list-style-type: none"> • 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.
To reward and recognise the contributions made by staff	<ul style="list-style-type: none"> • 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	<ul style="list-style-type: none">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:<ul style="list-style-type: none">New leadership and management development packageComprehensive short course programme launched addressing generic the business and personal skills required by employeesApproximately 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 –<ul style="list-style-type: none">Eleven graduate trainees recruited to work in positions where the council has struggled to fill vacancies. Over 250 applications were received for the positions on offer.Approximately 25 people recruited and working as Social work trainees (All trainees are studying for a MSc or BSc at Middlesex University)Secondment and project opportunities pages promoted on Harinet to promote opportunities across the Council and partner organisationsLeaders of the Future programme launched with nominated officers working on the delivery of key council projectsA new apprenticeship scheme in Social Care is planned and will be introduced in Autumn 2009 .
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.	

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: <ul style="list-style-type: none"> ○ Define critical current and future skills needs and targeted development programmes (working with partners) ○ 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. whilst

- 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.