

**Report for:** Cabinet 16 July 2024  
**Title:** Workforce Strategy  
**Report authorised by:** Jess Crowe, Director of Culture, Strategy and Engagement

**Date:** 16 July 2024

**Lead Officer:** Dan Paul, Chief People Officer

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

**Report for Key/  
Non-Key Decision:** Key

## **1. Describe the issue under consideration**

This report asks Cabinet to approve the Council's updated Workforce Strategy. Having an up to date and relevant Workforce Strategy and action plan is crucial in the achievement of the Council's strategic plans.

## **2. Cabinet Member Introduction**

Local Authorities face unprecedented challenges, and Haringey requires a robust and resilient workforce to match the pace of change and support the borough through tumultuous times. Factors like global instability, climate change, the cost-of-living crisis, demographic shifts, technological advancements, and increasing pressures on public services will reshape how the Council functions. This strategy outlines our aim to develop a workforce capable of delivering the best possible services to local residents by fostering a strong, collaborative, and community-focused workplace culture that contributes to our overall vision for the borough.

In addition to these external challenges, internal developments necessitate a fresh approach to developing our workforce. Currently, Haringey Council employs 3,300 individuals with an annual payroll of £190 million, recently expanded due to the insourcing of former Homes for Haringey employees (making our workforce over 50% larger than in 2019) and we onboard 450 new starters each year. Our workforce is aging; with an average age of 49 with 11 years of service, this provides the benefit of experience and organisational knowledge. However, this also means we have a low representation of 16-39 year olds, a demographic underrepresented compared to Haringey's overall population and other London Boroughs - posing challenges for diversity and succession.

This strategy is built around four key themes, each supported by two signature actions essential for their realisation. We are committed to innovation in recruitment, retention, and remuneration, seeking employees who align with our values as well as possess the necessary skills. Our workforce should reflect the diversity of our community and embody flexibility, adaptability, and resilience. We aim to offer competitive terms, robust learning and development opportunities, and a leading hybrid working environment. In return, we expect strong commitment and high performance from our staff.

This strategy is a collective effort, and part of a larger transformation in Haringey's corporate culture. Leaders and managers across the organization must take responsibility for its success.

### **3. Recommendations**

- 3.1 Cabinet approve the strategy at Appendix 1 and note the Officer action plan at Appendix 2, further noting that the action plan is a living document that will be regularly updated.

### **4. Reasons for decision**

- 4.1 To ensure that the Council has an up to date and relevant Workforce Strategy and that the strategic themes and signature actions within it contribute to the delivery of the Corporate Delivery Plan.

## **5 Alternative options considered**

- 5.1 Not to update the strategy. This was discounted as the previous strategy has now expired and without one, the strategic direction of the Council as regards its most important asset, employees, would be unclear.

## **6 Contribution to strategic outcomes**

Ensuring that the Council has an up to date and relevant workforce strategy contributes to all of the Council's strategic outcomes, strategies and plans.

## **7 Carbon and Climate Change**

There is no impact on Carbon and Climate Change of this report.

## **8 Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Legal and Governance, Equalities)**

### **9.1 Finance**

- 9.1.1 There are no direct financial implications arising from this report. The updated workforce strategy is a key document that will support the delivery of the Medium Term Financial Strategy and Corporate Delivery Plan. The local government sector is under extreme financial pressure currently which makes it even more crucial that the Council's strategy for managing its biggest resource can meet the challenges this presents.

It is expected that the cost of implementing it, through the signature actions set out in Appendix 2, will be met from existing HR and Corporate budgets. Nevertheless, the action plan is a living document and should potential additional costs emerge then a request for additional resources will be made at that time.

### **9.2. Strategic Procurement**

Strategic Procurement have been consulted in the preparation of this report. Strategic Procurement note that the recommendation in section 3 is not a procurement related decision.

The updated workforce strategy is a key document that will support the delivery of the Medium Term Financial Strategy and Corporate Delivery Plan.

Strategic Procurement will support the delivery of the workforce strategy when procurement decisions are required.

### **9.3. Legal**

The Assistant Director of Legal and Governance has been consulted in the preparation of this report.

There are no immediate legal implication in this report. The Workforce Strategy is a significant live document aligned to the Council's corporate values to affect the necessary changes and improvements outlined in it.

## **10. Equalities**

- 10.1 The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:
- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act.

- Advance equality of opportunity between people who share those protected characteristics and people who do not.
- Foster good relations between people who share those characteristics and people who do not.

The three parts of the duty applies to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.

The workforce strategy includes specific commitments and actions to advance equality, diversity and inclusion within the borough and should therefore have a positive impact upon equality.

## **11. Use of Appendices / background documents**

Appendix 1 – Workforce Strategy

Appendix 2 – Workforce Strategy Action Plan