

Appendix 1

Caring, Collaborative, Community-Focused, Courageous & Creative:

Building a Workforce that Delivers our Values

Foreword from the Chief Executive

Local Government has never been more challenging. There will be significant change in our landscape during the life of this strategy. Global instability, the need to tackle climate change, the cost of living crisis, demographic change, technological advancements and increasingly struggling wider public services all have the potential to radically change the services the Council delivers and to require change in our workforce that delivers them. In Haringey we are determined to retain control over our own destiny and to respond to these challenges with energy, ambition and creativity. The Haringey Deal and Corporate Delivery plan show how we will lead Haringey into the future, and this strategy sets out how our changing workforce will contribute to that.

We know that over the next few years, the Council is likely to have to make significant financial savings; and that new technology and working practices have the potential to transform the way that we work and the jobs that we do. We will need a diverse range of skills, experience and thought from our employees. We want our workforce to be reflective of our local community; to be flexible, adaptable, resilient and to be committed to our new organisational values and behaviours.

To succeed, we will need to be innovative in our approaches to recruitment, retention and reward, and recruit for attitude as well as skill, ensuring employees share our values. We will need to be clear in our priorities – both for services and for our employees and have a clear focus on delivery. We are a major Haringey employer and offer great opportunities across an exciting and unrivalled range of careers; appealing to people from all walks of life. We'll offer competitive terms and conditions and great learning and development opportunities, and we'll deliver a brand new, state of the art corporate hybrid working environment and prioritise employee wellbeing and work/life balance. In return we'll expect strong commitment and high performance.

This is not a strategy for Human Resources to deliver, although they will play a significant part. It is owned by the organisation and all of our leaders and managers must take responsibility for delivery.

Andy Donald
Chief Executive

Aim

To develop our workforce to deliver the best possible services to local residents by building a strong, collaborative, and community-focused workplace culture.

This strategy sets out four key themes through which we will realise our aim, and under each one two “signature actions” which will be critical in delivery. In line with the findings of the Corporate Peer Review, we have deliberately avoided a long document full of facts and with an extensive list of actions, instead choosing to focus on key themes and the signature actions.

Haringey Council in 2024 has:

- 3,300 employees and a £190m annual paybill, recently significantly enlarged with the insourcing of former Homes for Haringey employees, a workforce over 50% larger than in 2019.
- 650 agency workers, currently spending £40m annually on the contingent workforce.
- 450 new starters every year.
- We continue to have an ageing workforce, with an average age of 49 and an average service length of 11 years.
- A low representation of 16-39 year old employees – much lower than the Haringey population as a whole and lower than most other London Boroughs; and other challenges with our workforce being representative of the people we serve.
- We continue to face recruitment challenges and these are becoming more widespread, routinely affecting more specialisms than in the past.
- A refurbished working environment – but we know we need to do more to ensure a sector leading approach to a hybrid working environment and offer.

Review of the Workforce Development Strategy 2019-2023

The Workforce Development Strategy 2019-2023 had four key themes – Focussing on what Matters, Building in Agility, Valuing Differences and Enabling People to Grow. Each theme contained a list of commitments. Despite the COVID-19 pandemic starting in early 2020, many of these actions have been delivered. Examples include:

- Developing our approach to employee wellbeing as we now have a dedicated wellbeing hub on the intranet.
- Replacing our outdated Learning and Development System.
- Delivering a smarter and more agile working environment – the pandemic helped us achieve this in a very short timescale.
- Expand the staff recognition scheme to include annual awards.
- Introduce a new suite of mandatory “Haringey Essentials” learning and development.
- Invest in Equality, Diversity and Inclusion with new dedicated resources.

- Expand our staff networks.
- Develop new policies to support those with protected characteristics – the Trans Policy and Reasonable Adjustment guidance being two examples.
- Hugely expanded our use of the apprentice levy to provide training and learning opportunities for existing employees.
- Invested in capacity to recruit 150 local people into Council temporary vacancies through Haringey Works since January 2022 – getting local people into work and saving the Council money through reducing agency fees.

However, we know there is more to do and there are some things that, whilst some progress has been made in some areas, were not fully achieved. For instance, improving our workforce data, delivering development for our managers, optimising our processes, developing workforce plans and succession planning and building change capability into our support functions. This strategy seeks to build on what we have achieved, take forward these elements and also deliver new initiatives.

Key Themes

This strategy has four key themes:

- *Delivering Change;*
- *Embedding Inclusivity;*
- *Learning and Development; and*
- *Getting the Basics Right.*

The recent Corporate Peer Review identified that as a Council, we often have long lists of actions, and start things that we do not necessarily complete satisfactorily. Therefore, each key theme will focus on 2 strategic developments, termed “signature actions”, that we aim to deliver over the course of this Strategy.

1. Delivering change

Change is a constant at Haringey. Emerging from a turbulent few years of the COVID-19 pandemic, the Council finds itself very challenged financially and needing to deliver change and savings. We know that over the next few years, we will have less money. This theme is about tackling some of the big things that need to change and develop, whilst avoiding a “salami slice” approach to delivering change and budget reductions. The signature actions in this theme are the current areas of focus, and it is likely that more will develop over the coming years as these are completed. In particular, in 2026/27 we will move to a new corporate office base in the refurbished and extended Civic Centre and developments in technology such as Artificial Intelligence (AI) and automation have the potential to bring a step change in working practices and job roles. These and other changes will give each service a huge opportunity to redefine how and where they work, appropriate to the services that they deliver to residents in order to attract, recruit and retain the talented employees we need to deliver services in the

future. It will also drive positive change and modernisation in the working environment and working practices.

Signature Action 1 – Work with Directors to design and implement workforce action plans for their areas

Haringey delivers so many different and varied services; and we need a different and varied workforce to do so successfully. Whilst we have set out our overall aim for our workforce in this strategy, we need to ensure that the action we take is specific and deliverable for our varied workforce, with very different challenges. One size will not fit all.

A workforce action plan needs to mean something to our employees, and be granular enough that it is relevant and actionable. This is why we need these plans at a Directorate level and for Directors to take ownership of their delivery, supported by a virtual central team of support functions (HR, Finance, Digital) brought together to support services to deliver change. Over the course of 2024/25, working within the overall context set by this strategy, Directorates will set out their workforce and succession plans, focussing on the challenges and skills needed for future service delivery. The action plans resulting from these will set the priorities for the future. In partnership with our Trade Unions, we will also need to consider how we prepare our employees for change and support them into new roles where possible as existing roles change or become obsolete.

Signature Action 2 – Reduce agency spend

Haringey is a large Authority, delivering many services in-house. The median spend on agency workers across London Boroughs is c£24m and whilst we would expect to be higher than average based on our size and services delivered, we currently spend significantly over the median. Our agency workers are an important and valuable part of our workforce overall and we could not deliver services to residents without them, however our spend is too high.

A workforce made up of more directly employed staff will give the Council more stability and reliability and be a strong contributor to our core aim of building a strong, collaborative, and community-focused workplace culture. Retaining some agency workers will mean we have the flexibility we need to deliver change. Over the course of this strategy, we will reduce our agency spend substantially. We will focus initially on higher paid interim day rate workers and those agency workers who have been with us more than a year (recognising that there is little benefit in forcing turnover for the sake of turnover).

We already have some great examples of “growing our own” future talent in areas such as Planning and Finance, using professional association entry routes. However, we need to expand this approach. As part of workforce planning, Directors will consider whether agency workers could be replaced by apprentices and/or graduates. Where permanent

recruitment to roles is difficult, it may be appropriate to review role profiles to enable them to be effectively recruited to.

2. Embedding Inclusivity

Equality, Diversity and Inclusion is a core part of the Haringey Deal and the Corporate Delivery Plan. This theme builds upon our earlier analysis work and includes concrete plans for delivering our equalities action plan as well as an action to ensure our workforce is more diverse, in thought as well as in other characteristics. We value our long serving, experienced workforce but also recognise that bringing in new employees and growing our own is important to ensure a sustainable Council in the long term. Local Government nationally is experiencing severe recruitment and retention challenges, and we will work with the LGA and London Councils on campaigns to promote Local Government as a career, as well as implementing our local plans.

Signature Action 1 – Deliver our Equalities Action Plan

During 2022 and 2023, we have invested heavily in analysis and understanding of our workforce and our priorities from an Equalities, Diversity and Inclusion (EDI) perspective. We have commissioned external experts to guide us in this work, and have completed a comprehensive staff census, gathering equalities data from our workforce to address what we knew were significant gaps in our data and our low disclosure rates. We also collected new categories of equalities data, and have been proud to be named in the Top 75 organisations in the Social Mobility awards in 2023.

As a result of our analysis work and staff census, our action plan is structured under six key themes – Leadership, Recruitment, Retention, Progression, Management and Communication.

Signature Action 2 – Increase workforce diversity and “grow our own” talent

We have much to celebrate – our workforce is already diverse and we know that being in work is really important to our residents. However, we recognise that we have some challenges in our workforce profile being representative of the Haringey community. Specifically, we are very underrepresented in the workforce at the 16-39 age group. We have changed our recruitment brand and approach to appeal to a younger cohort, branded “led by ideas” to focus on innovation and creativity and this is bearing fruit – more younger employees are joining the Council than are leaving. We also know that in order to increase diversity in its wider sense we will need to change the way we recruit; to recruit for attitude as well as for skills and experience, as well as to focus on growing our own future managers and leaders. We will be looking at our job descriptions and what we require in them to ensure that they enable us to attract the widest possible pool of talent for our roles.

We currently recruit only a small number of new start apprentices and we know that in order to make meaningful progress, we need to change that. These new employees will

be recruited for attitude, and we will train for skill. A significant expansion in new start apprentices will also help us balance out our workforce profile and encourage more applications from our local community, fostering the collaborative culture we want to build upon. So, working with Haringey Works, we will change our apprenticeship recruitment to a cohort approach, recruiting larger numbers at specific times of the year to align with the academic cycle, so that we have the best chance of recruiting employees at, for example, school and college careers fairs that we can then grow into our future managers and leaders. We'll hold vacancies where we can in order to be able to recruit new apprentices in this way and to have permanent posts to progress them into at the end of their apprenticeship.

As the Council changes and current employees leave, managers will consider whether an apprentice could be included within team structures in order to start to grow our own future managers and leaders.

We'll also develop and curate a talent pool for non-specialist roles in a phased approach, where prospective employees can tell us which pools they want to be added to from a selection provided if they can't find a job that suits them at that moment in time. This will allow the recruitment team to review the applications and ensure they are suitable for future roles when they appear so managers have a stream of talent that can be invited to apply.

3. Learning and Development

During 2022 and 2023 we fixed a number of issues within our core Learning and Development systems and offer to all employees. However, in order to develop as an organisation, we know we need to invest much more in the learning and development of our employees as it is only through them that we will move on with a performance culture in the organisation, grounded in a well rounded set of skills and knowledge. This theme is concerned with providing the necessary learning and development interventions to our people so that they can effectively deliver, lead, develop and optimise their services. Whilst this will include people management, it isn't restricted to it and this will be a broad spectrum development programme focussing on finance, performance and people leadership and management.

Signature Action 1 – Ensure all employees have the training they need to deliver the best services to residents and reach their full potential

Over the course of the previous workforce development strategy, we invested heavily in our mandatory training offer for all employees and have recently launched a new set of organisational values and behaviours, alongside a relaunch of "My Conversation", our performance management process.

We know that our current mandatory training, whilst meeting core requirements, does not feel very "Haringey"; and we want our employees to be able to see the relevance of the training in their roles. We will be incrementally replacing most of the bought in content

with best in class, locally designed, bespoke training. We will work with our resident facing training organisation, Haringey Learns, so that they can adopt appropriate content in their courses for our residents.

In their regular My Conversation meetings, all employees have the opportunity to have a discussion with their manager about their personal development, aims and ambitions for the future. We know that local inductions and handovers are really important to get a good start in your career with the Council, and we will prioritise these within Directorates.

Whilst we have increased our use of the apprenticeship levy for staff development over the past two years, we want to accelerate progress and ensure that many more employees who want to take a qualification course have the opportunity to do so. We will emphasise this through the “My Conversation” process and Directorate workforce action plans. We will also continue to promote secondment opportunities as a way for employees to gain new skills and valuable experience.

Signature Action 2 – Design and deliver a comprehensive learning and development programme for all of our people managers

We recognise that we do not currently have a structured development offer for our people managers and our leaders. At the moment, we commission in various learning and development interventions as demand requires. The outcome of this signature action will be to define, design and deliver a comprehensive, blended learning programme of development for all of our people managers to enhance their skills and enable them to practice visible, authentic leadership. We will do most of this in-house, whilst recognising that some subjects are best delivered by subject matter experts and commissioned externally.

We know that the key measure of success is the confidence that managers have in managing performance, which can require difficult conversations and so as part of our work on a structured management and leadership development programme, we will prioritise work on managing performance and will continue to commission development interventions such as “crucial conversations” which equip our managers with the skills needed to have effective performance conversations.

This is a significant undertaking and will require substantial effort from across the Council. Organisational leaders will be required to deliver some aspects of the programme and experts will be brought in from services to design and deliver content that is appropriate to their area of work. Critically, the programme will be run mostly in person and will include a reflective practice element and be run in cohorts, designed not only to deliver structured learning but also to enable our managers to mix, build collaborative working relationships and share experiences and challenges. We will finish initial development in 2024 and run a pilot starting in Summer 2024, with a wider rollout to follow. It is likely to take some time for all of our people managers to go through the programme.

4. Getting the basics right

We know that our leaders and managers are sometimes frustrated by our systems and processes, and find them cumbersome and not interlinked as they should be. Data accuracy, availability and integration is a real challenge and without it, managers find themselves having to navigate several processes to complete one end to end task. This theme aims to address those issues in a programmed way, and will also look at our recruitment, reward and benefits packages to ensure we are as attractive an employer as we can be.

Signature Action 1 – Improve access and use of workforce data to drive efficiency and productivity

We know that without access to accurate and up to date workforce data, we will not be able to make the best use of our people or our limited resources. We need to increase the available data for managers. We know that we have a lot of old and out of date people data in our core system, and managers and Human Resources will work to cleanse it so that when reports are provided, they are as accurate as they can be with our current technology. It will be key that our managers take responsibility to keep their people data up to date by ensuring they have access to our core Finance and HR system (SAP) and use the supporting guidance. This will improve our establishment data, vacancy rates and absence monitoring. Crucially, we want to have one source of the truth, ensuring that our HR data and our finance data match. We will complete the establishment cleanse during 2024.

We also know that timeliness is important. We'll invest in a new tool, Power BI, so that managers and organisational leaders have a people data dashboard that is updated in near real time, and can run reports themselves with up to date data to support their decision making.

A key element of workforce data that we are missing is intelligence and knowledge from the c.450 employees who leave the Council each year. We will develop and rollout an exit interview process and a system for sharing the learning across the organisation.

Signature Action 2 – Prepare for a new, modern HR system to replace SAP in 2027, and optimise the existing systems in the meantime

We have had our core system, SAP, for a long time and it is nearing end of life. As part of a project to replace this system, we'll make sure that HR functionality, and crucially self service for employees and managers is built in at the start. We need to be able to support modern ways of working and we know that employees and managers need to reduce the time they spend on internal process so that they can maximise the time they spend delivering services to residents. This will be a core operating principle when specifying and implementing our new system (or suite of systems) to replace SAP. However, 2027 is some time away and in the meantime we will optimise our current system from an HR perspective, making best use of HALO and streamlining e-forms and processes, and reducing manual input wherever possible. We will also look to reduce the

number of different terms and conditions we have, where possible. This will put us in the best shape for when we move to a new ERP system.

Links to other documents

This strategy has referred to a number of other Council strategies and documents, and rather than repeat the contents, they are linked here for ease of reference:

Haringey Deal

Corporate Delivery Plan

Values, behaviours and My Conversation intranet page

Workforce stats

Equality Action Plan