



General Purposes Committee on 28 October 2010

Report Title: **Employment Profile 2009 - 2010**

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 2009 to 31 March 2010.

2. Recommendations

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

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3. Chief Financial Officer Comments

3.1 . There are no financial comments.

4. Head of Legal Services Comments

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

5. Local Government (Access to Information) Act 1985

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

6. Financial Implications

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

7. Equalities Implications

7.1 The Employment Profile enables Haringey to fulfil obligations under the Equality Act 2010.

8. Introduction

8.1 The Employment Profile has been produced using information from the Council's management information system SAP for the period 1 April 2009 to 31 March 2009.

8.2 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. Current Local Government Context

9.1 The profile refers to workforce information up to April 2010. However, since the new coalition government was elected in May it is clear there will be considerable change facing local government over the next 2-3 years. Therefore reference is made in this report, but not within the profile itself, as to how the council plans to address the budget reduction programme and potential impact on workforce strategy.

9.2 The council have developed a programme to help achieve the challenging budget reduction targets being imposed by the government. This is called the Haringey Efficiency & Savings Programme (HESP). The programme covers a number of project streams all with a variety of actions looking at how service provision can be changed and budgets reduced. These streams are called

- Intelligent budgeting – focussing on business as usual efficiencies and budget/ paybill reductions.
- Strategic Commissioning & Procurement
- Support Functions / Customer Contact reviews – focussing on cross council service provision and finding efficiencies in ways of working and service delivery models.
- Prevention & Partnerships – focussing on our partnership arrangements with other organisations in delivering council and public services for our residents.
- Smart Working – continuation of the council building reduction strategy which is facilitated by flexible working arrangements and information technology systems.

- Smarter People Management – focussing on the way in which we manage our workforce and any paybill related efficiencies that might be achieved.

- 9.3 The focus of people related strategies and change fall under the Smart Working, Smarter People Management and Intelligent Budget areas. Recent focus of budget spend reduction has been on controlling recruitment, discretionary spend, agency staff and consultants.
- 9.4 A recruitment freeze has been introduced to help reduce expenditure on staff salaries. A post may be advertised internally but external adverts have only been released for posts, such as social workers. This has reduced recruitment advertising levels from a level of approx 310 a year to a predicted level of approx 120 advertisements for this year. From April to September only 47 adverts went external to the council – mostly for social workers and some legal officers. This has reduced advertising spend from £330,000 for the same period last year to £127,000 this year.
- 9.5 An exercise was undertaken jointly with finance to highlight to managers the level of discretionary expenditure on paybill items such as honoraria payments and overtime, with a view to reducing this. This has proven successful with a reduction in expenditure of approx 80k per month (20%) as at September.
- 9.6 The use of consultants and interim managers is regularly monitored. A recent review has reduced the number of consultants from 82 in June to less than 60 at present and Directorates are continuing to scrutinise their usage with a view to create further reductions.
- 9.7 A review of agency staff including numbers and charge rates is in progress. As a result we have reduced the average number of agency staff from 664 full time equivalent to 482 full time equivalents in September, a saving of £450k per month. And based on current agency usage levels it is expected the new charge rates that have been introduced will save an additional £590k until the end of the financial year.

10. The Employment Profile 2009 – 10 - Key Information

- 10.1 The Employment Profile is based on information for 9067 staff including schools staff. This year is the first year that we have included information for schools based employees. Note - the information excludes casual/ sessional staff who are used on an as and when basis – there are approx 1850 casual staff.
- 10.2 In addition to our own staff the council engaged 685 full time equivalent 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, and as

mentioned above agency usage has reduced considerably in recent months. As at March 2009, 14% of Haringey's total workforce was agency, this is in line with the London borough average of 13% (London Councils Scorecard Quarter 3 2009/10).

- 10.3 The Agency contract also provided opportunities for regeneration through work with main 41 agency suppliers which helps us to offer support and training to the long term unemployed. Through this partnership over 100 people have been placed in local jobs during the last financial year with over 70% still working.
- 10.4 Approximately 74% of the workforce are women.
- 10.5 Approx. 44% 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 e.g. Irish, Greek, Greek Cypriot, Turkish, Turkish Cypriot, the council workforce figure rises to 62% compared to a borough population figure of 55%.
- 10.6 43% of staff live and work in the borough.
- 10.7 44% of staff are classed as part time workers – working less than 36 hours per week.
- 10.8 The average age of the workforce is 43 years old. 4% of staff are aged under 25 and compares well with the London borough average of 4%. 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
- 10.9 The number of disabled staff in the workforce stands at 4.5%. Although this is a reduction in percentage terms of 0.5% compared to last year we have increased the number of disabled staff from 391 in March 2009 to 408 in March 2010.
- 10.10 Employee turnover rates stood at 11% over the last year. This is a decrease of 3% compared to the previous year and reflects the current economic situation. This is in line with the turnover levels of other London authorities, at 11% (London Councils Scorecard Quarter 3 2009/10). Resignation rates are down by 3% to 6%, but are also in line with London authorities average.
- 10.11 We have been trying to understand the reasons for people leaving the organisation through exit interviews and questionnaires. We obtained information from approx 50 leavers. Neither the completed questionnaires nor the interview information show any clear trend why staff choose to leave the Council, instead reasons are varied and have included job changes, moving out of the area, returning to education or personal reasons.

- 10.12 Redeployment success has remained at about 40%. We have successfully redeployed 24 people, out of 62 staff, saving the council approx £250k.
- 10.13 We made a successful bid for social care apprenticeship funding from Skills for Care. We were one of only 5 London boroughs to secure funding. A total of 14 apprenticeship places were offered and 10 young people accepted the offer and started work on fixed term contracts in November 2009, all 10 were successful in being awarded the NVQ2 Social Care qualification. The placements were split 50:50 between Learning Disabilities and Older People's Services. The programme ended on 31st July 2010 and 5 apprentices were offered a new fixed term contract for 6 months. Unfortunately, with the coalition government's cuts it is unlikely funding will continue for this programme again.
- 10.14 The council's average sickness levels at the end of March 2010 stood at 9.4 days. This is an increase of over half a day in the last year. We consider a big factor in this increase was the 'swine' flu pandemic last year which helped to add significant sickness
- 10.15 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.