



Haringey Council

EMPLOYMENT PROFILE

APRIL 2009 – MARCH 2010

Introduction

The Haringey employment profile gives an overview of the organisation's workforce over the 2009/10 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.

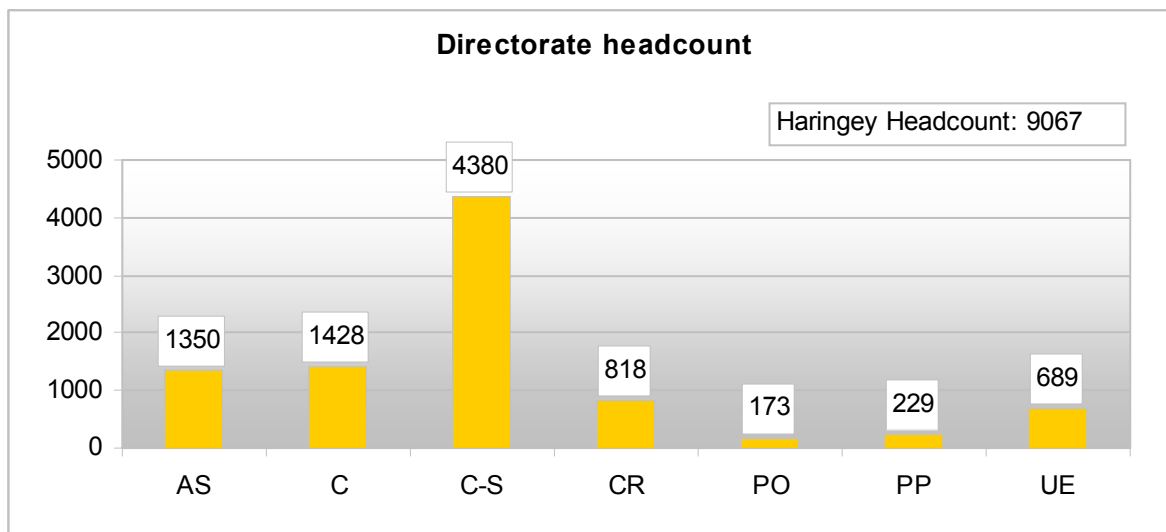
It enables Haringey to fulfil obligations under the Equality Act 2010.

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.

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

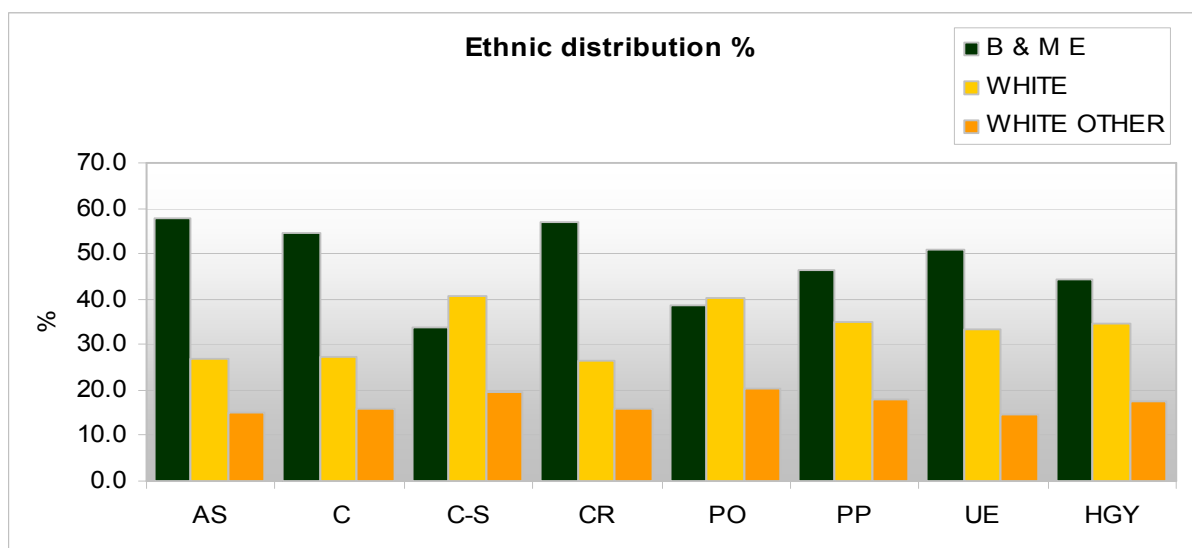
The Council Employment Profile at a Glance...

Headcount



White and BME

Ethnicity comparison by directorate (%)			
Directorate	BME	WHITE	WHITE OTHER
AS	57.8	26.7	15.2
C	54.3	27.4	16.0
C-S	33.6	40.7	19.6
CR	57.0	26.4	15.8
PO	38.7	40.5	20.2
PP	46.3	34.9	17.9
UE	50.8	33.2	14.8
HGY	44.3	34.5	17.6

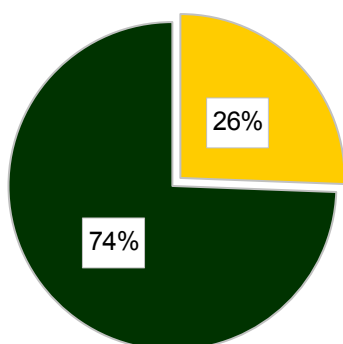


The Council Employment Profile at a Glance...

Gender and Part-time Breakdown

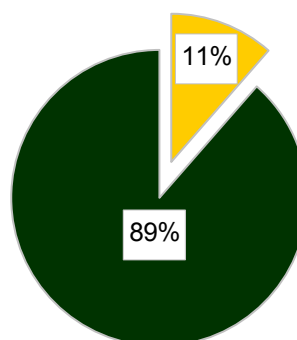
Gender and part-time breakdown by directorate (%)				
Directorate	Male	PT Male	Female	PT Female
AS	33.9	5.7	66.1	26.7
C	17.4	4.5	82.6	40.9
C-S	17.9	5.3	82.1	52.1
CR	39.0	6.4	61.0	23.0
PO	28.9	1.7	71.1	11.6
PP	36.2	0.9	63.8	10.5
UE	54.7	3.0	45.3	4.8
HGY	25.6	5.0	74.4	38.5

Gender breakdown



■ Male ■ Female

Male & female part-timers

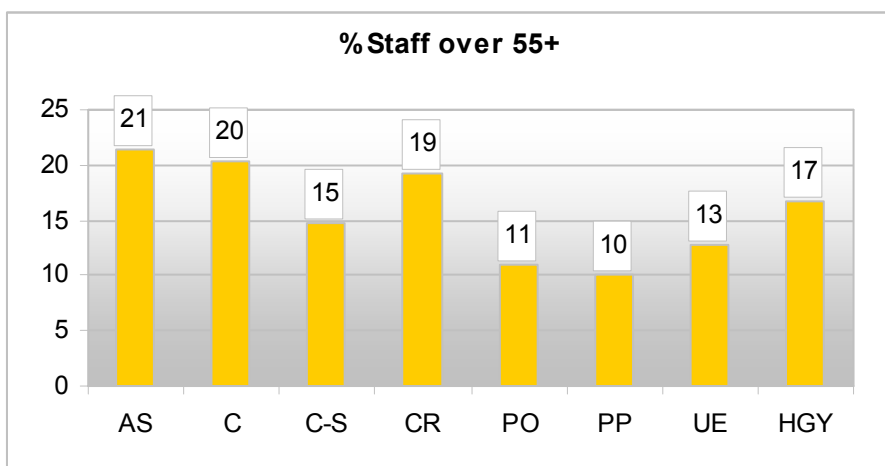


■ Part-time males ■ Part-time females

The Council Employment Profile at a Glance...

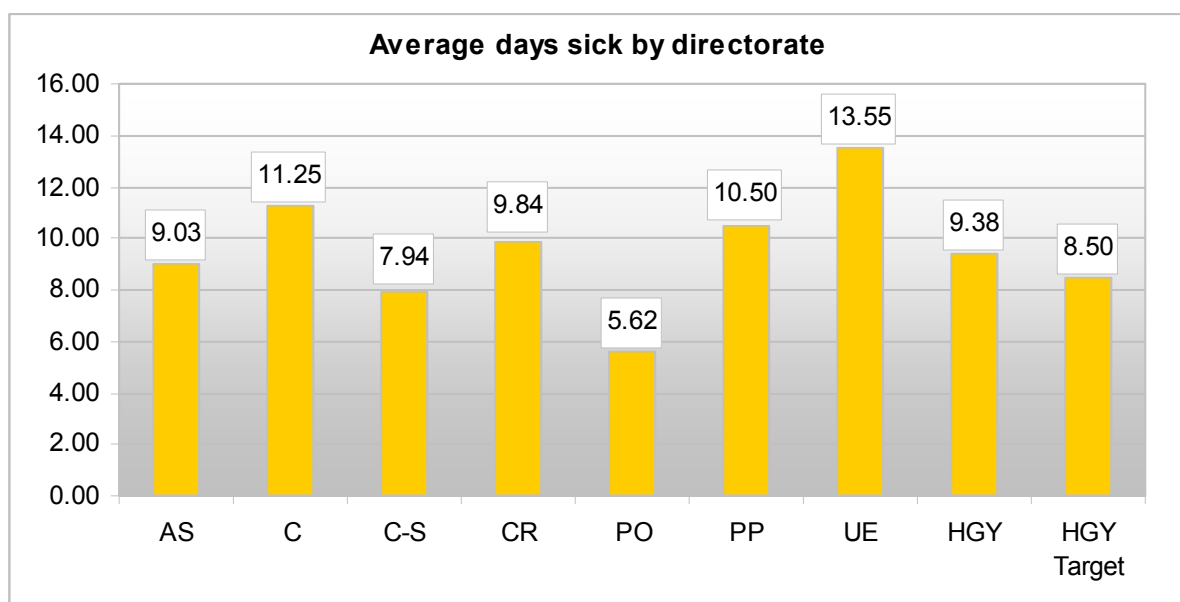
Age Summary

Age summary by directorate			
Directorate	% <25	% 55+	Ave. Age
AS	5	21	45
C	3	20	45
C-S	4	15	43
CR	1	19	44
PO	4	11	41
PP	1	10	42
UE	4	13	42
HGY	4	17	43



Sickness Absence

Average sickness days by directorate	
Directorate	Average Days
AS	9.03
C	11.25
C-S	7.94
CR	9.84
PO	5.62
PP	10.50
UE	13.55
HGY	9.38
HGY Target	8.50



Employment Profile

Contents

Section	Topic	Page
One	Our Workforce	
	• Summary	5
	• The Council Workforce (including agency)	6-9
Two	A Diverse Workforce	
	• Summary	10-11
	• Ethnic Breakdown	12-13
	• Gender & Part Time Distribution	14
	• Age Analysis	15-18
	• Disability Analysis	19
Three	Recruitment & Retention	
	• Summary	20-22
	• Turnover	23-28
	• Length of Service	29
Four	In Sickness and in Health	
	• Summary	30
	• Sickness Absence Data	31-35
Five	Council Performance	
	• Sickness Absence	36
	• Past and Present	37-38
Six	Directorate Profiles	
	Adults, Culture and Communities	39
	Children and Young People	40
	Corporate Resources	41
	Urban Environment	42
Seven	Appendices	
	• Appendix A – Salary Information	43
	• Appendix B – Leaving Reason Groupings	43
	• Appendix C – Ethnic Groups	43
	• Appendix D – Performance Indicators descriptions	44
	• Appendix E – HR Metrics Team	44

Section One – Our Workforce

Summary

Employees and Agency staff

Haringey Council employs 9067 permanent, fixed term/temporary staff and 4687 staff excluding Schools.

The Council headcount has increased from 8932 last year and this is due to more staff being employed in Schools. Corporate Resources and Adults have seen a decrease in headcount compared with last year.

The Council employs a further 1850 casual/sessional staff which are used on an as and when required basis, with 43% of these covering posts in Schools and Childrens Centres such as teaching/classroom/learning assistants, supervisory meal assistants and playworkers, 17% in election roles and 14% in care roles.

In addition to these staff, the Council engaged on average 664 agency workers per month over the year. The majority were hired due to an increase in volume of work, which cannot be met with existing resources.

The main job roles covered by agency workers in March 2010 are professional/technical (25%) *including lawyers, surveyors, accountants and planning officers*, care workers (22%), administrators (22%) and social workers (13%).

As at March 2010, 14% of Haringey's total workforce was agency, this figure is in line with the London average of 13% (London Councils Workforce Scorecard Q3 2009/10).

Detailed management information continues to be provided on a monthly basis to enable senior managers to challenge agency activity in their business units.

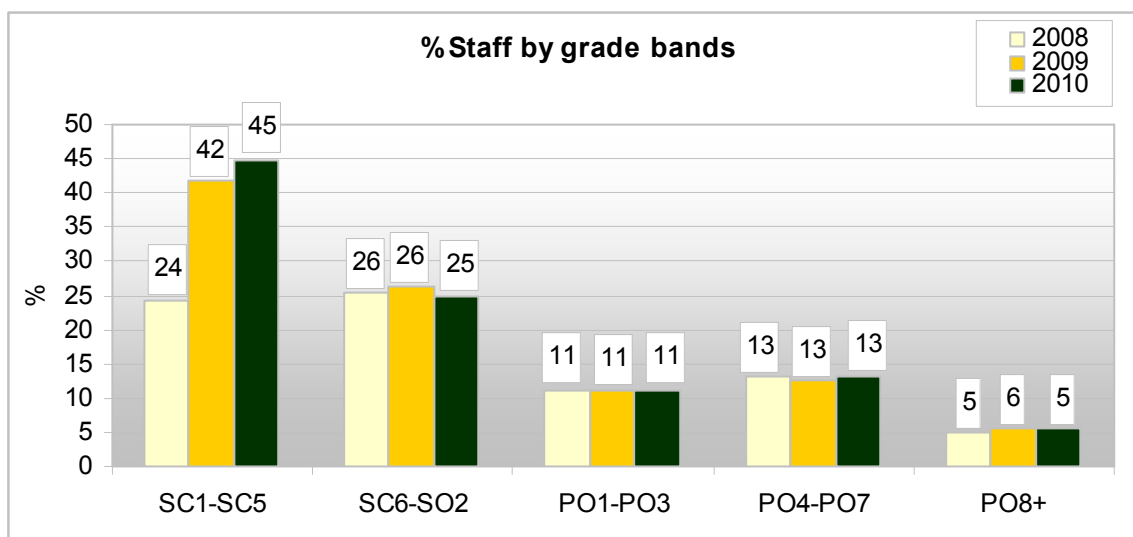
Section One – Our Workforce

The Council Workforce

As at the end of the 01 April 2009 - 31 March 2010 period, Haringey Council employed **9067** permanent / fixed term / temporary employees and approx **1850** casual/sessional staff.

Establishment coverage – Headcount		
Directorate	Headcount	% Workforce
AS	1350	14.9
C	1428	15.7
C-S	4380	48.3
CR	818	9.0
PO	173	1.9
PP	229	2.5
UE	689	7.6
HGY	9067	100.0

Grade distribution by directorate - Headcount					
Directorate	SC1-SC5	SC6-SO2	PO1-PO3	PO4-PO7	PO8+
AS	782	314	147	87	20
C	578	362	145	235	108
C-S	2260	996	334	565	225
CR	243	286	106	118	65
PO	11	76	42	30	14
PP	14	47	72	75	21
UE	198	184	174	90	43
HGY	4086	2265	1020	1200	496



Section One – Our Workforce

The Council Workforce (continued)

The following table gives a snapshot as at March 2010 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 **4687** excluding Schools.

Establishment coverage (excluding schools) – FTE					
Directorate	Headcount	Council FTE	Agency FTE	Total FTE (Council + Agency)	% Agency of Workforce
AS	1350	1169	130	1299	10
C	1428	1144	250	1394	18
CR	818	698	130	828	16
PO	173	165	8	173	5
PP	229	219	18	237	8
UE	689	663	149	812	18
HGY	4687	4058	685	4743	14

- 14% of Haringey's total workforce is made up of agency staff
- Children's and Urban Environment have the highest % agency of their total workforce at 18%, followed by Corporate Resources at 16%
- People and OD have the lowest at 5%

Section One – Our Workforce

The Council Workforce (continued)

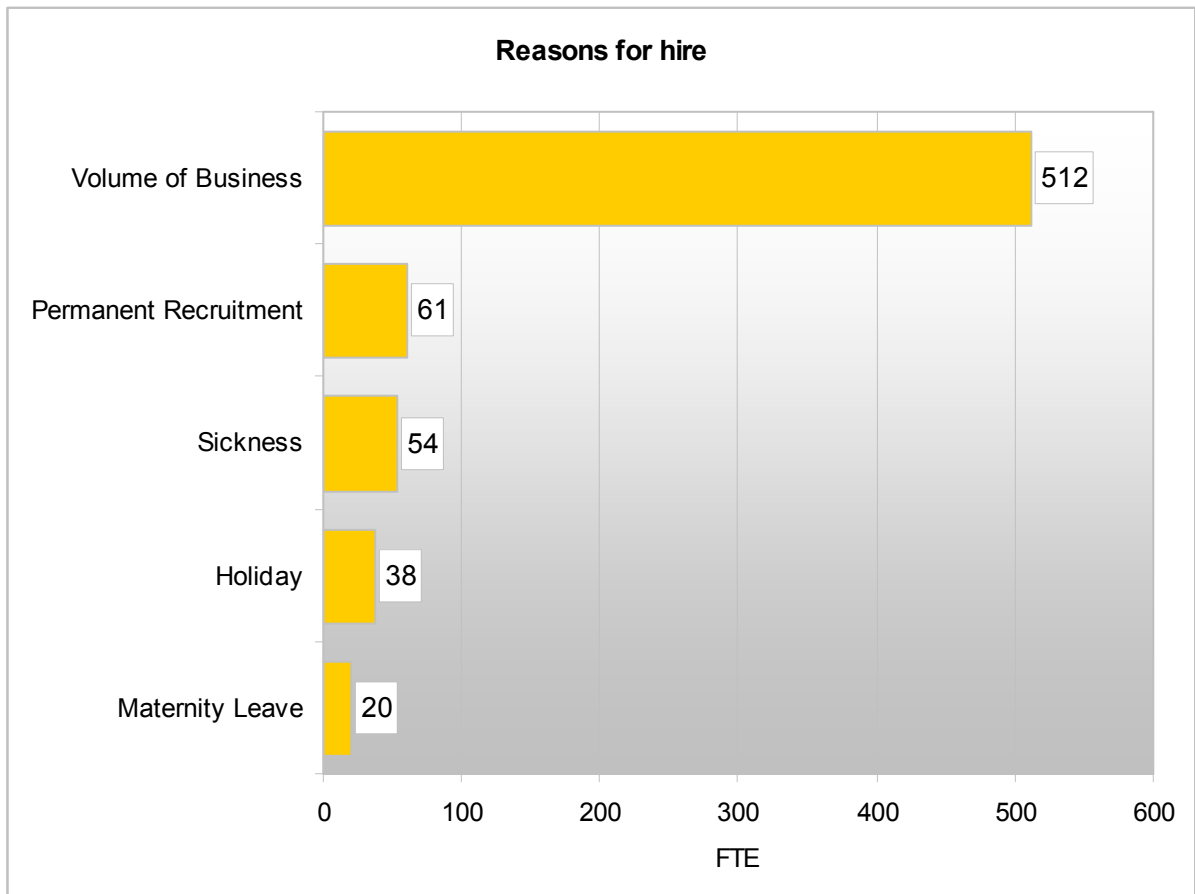
Agency usage

The average number of agency workers employed per month for 2009/10 was **664**.

The table below shows the average usage of agency workers across directorates over the last year.

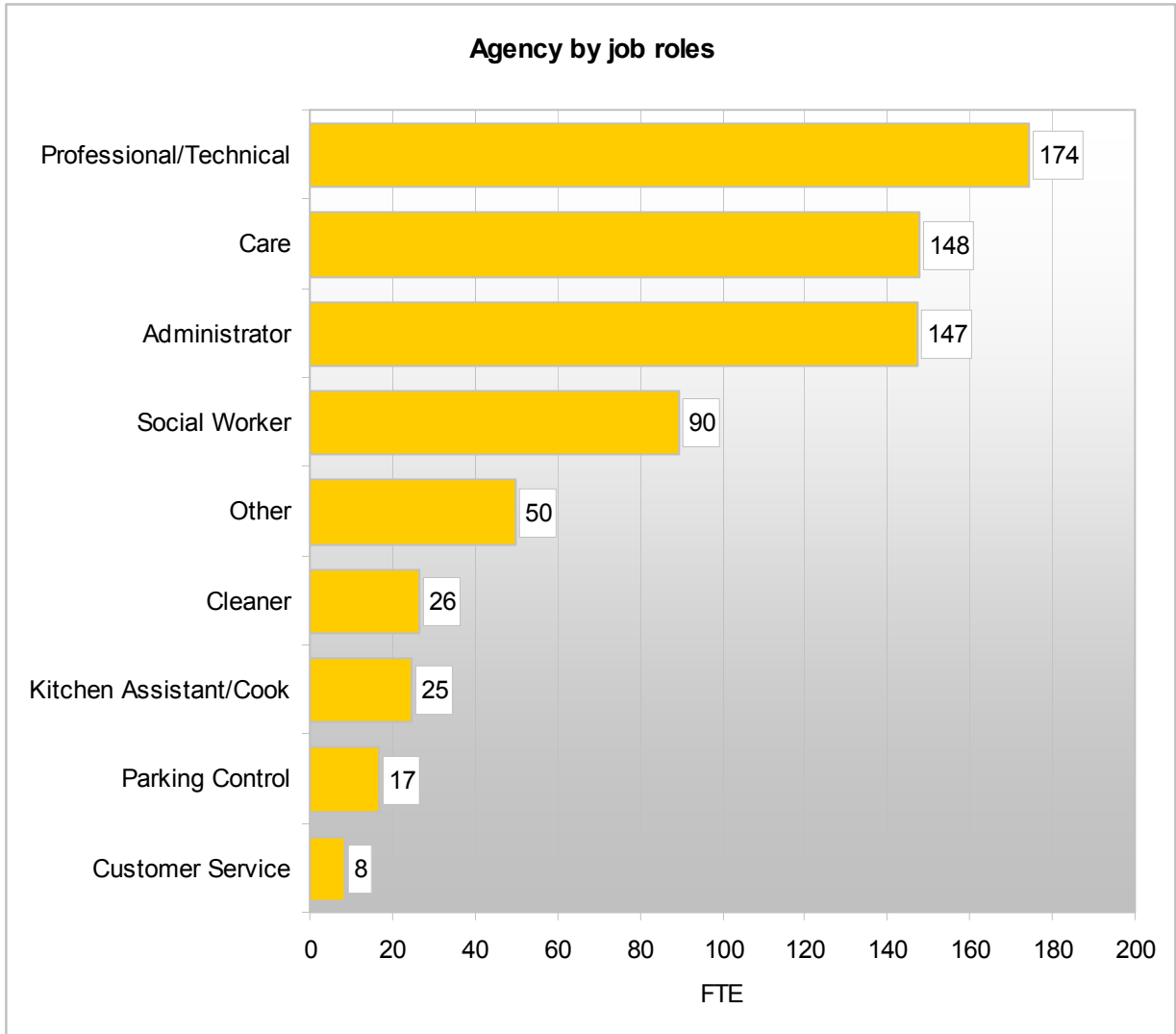
Monthly average agency usage - FTE	
Directorate	2009/10
AS	145
C	213
CR	112
PO	9
PP	16
UE	167
HGY	664

Of the **685** agency workers engaged as at March 2010, the graphs below identify the reasons why they were hired and the job roles that they covered.



Section One – Our Workforce

The Council Workforce (continued)



- The main job roles covered by agency workers are professional/technical (25%) *including lawyers, surveyors, accountants and planning officers*, care workers (22%), administrators (22%) and social workers (13%).

Section Two – A Diverse Workforce

Summary

Ethnic Breakdown and Gender

Haringey employs 9067 staff (excluding casual/sessional employees).

- 44.3% of the Council workforce are from black & minority ethnic groups (BME). This compares well with the Haringey population of 34.4% BME. In addition there are 17.6% staff from white - other backgrounds such as Irish, Greek, Greek Cypriot, Turkish, Turkish Cypriot, etc
- 74.4% of the workforce are women. This is greater than the borough profile of 49.8% women and other London Councils of 62.4% (London Councils Workforce Scorecard Q3 2009/10). 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. 45 women staff successfully attended springboard this year
- Of the top 5% earners in the Council 52.7% are women and 17.6% are BME staff
- 43% 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

- 43.5% of the workforce is classed as part-time workers (less than 36 hours per week). Of these part-timers 89% are female and 11% 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 43 years old
- 3.8% of staff are aged under 25, this aligns well with other London boroughs of 3.9%. The percentage of residents in the borough aged 16-24 is approx. 13%.
- 16.7% of staff are aged 55+ compared with approx 10% in the borough profile 55–69 years age range
- 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 107 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 11 staff from last year's reported figure of 96 and has continued to increase over the last 3 years

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 currently provided by the Council.

Disabled staff

- 5.5% of staff declared they are disabled, this % has slightly reduced from last year, however, the actual number of disabled staff has increased from 391 March 2009 to 408 March 2010.

Section Two – A Diverse Workforce

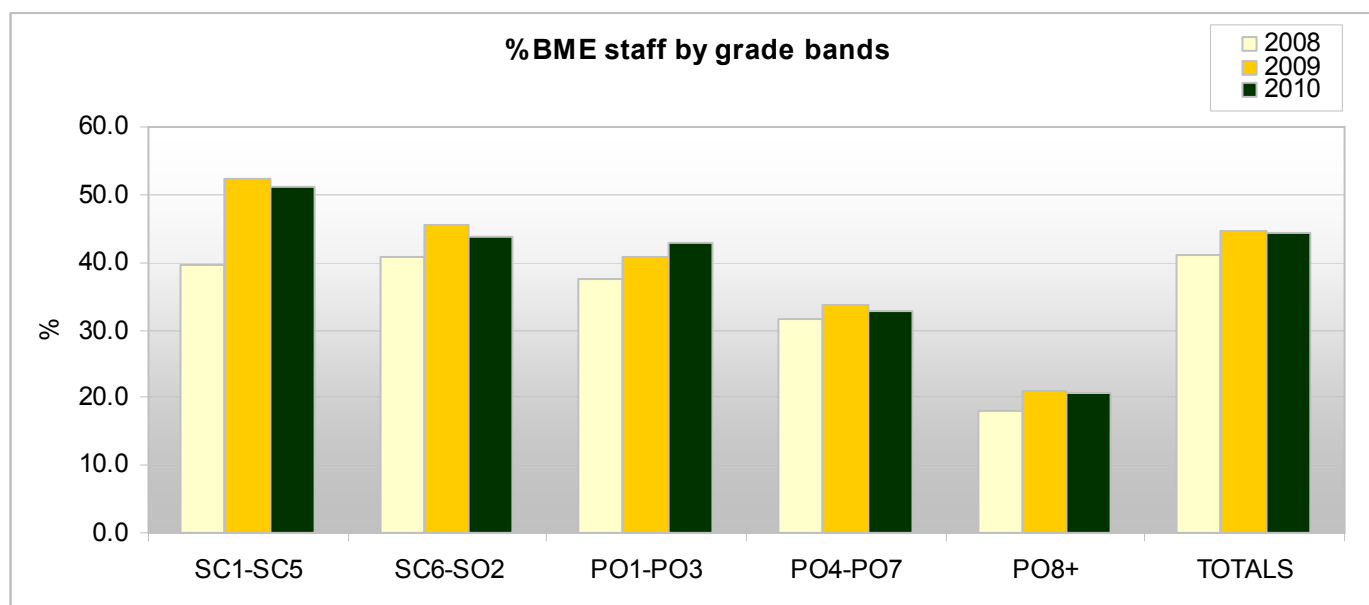
Ethnic Breakdown

This section contains data on the **9067** 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
SC1-SC5	23.1	12.6	7.5	1.8	45.1
SC6-SO2	11.0	8.5	4.7	0.8	25.0
PO1-PO3	4.8	4.2	2.0	0.2	11.2
PO4-PO7	4.3	5.9	2.5	0.5	13.2
PO8+	1.1	3.2	0.9	0.2	5.5
TOTALS	44.3	34.5	17.6	3.6	100.0

- 44.3% of the Council workforce are from BME groups and 52.1% are from white and white other groups. White other group includes Irish, Greek, Greek Cypriot, Turkish, Turkish Cypriot staff
- Excluding Schools, 54.3% of the workforce are BME groups
- The % of BME and all white staff are similarly represented in the lower grade bands
- There is a greater disparity between BME and all white staff in grade bands PO4-PO7 and PO8+



Section Two – A Diverse Workforce

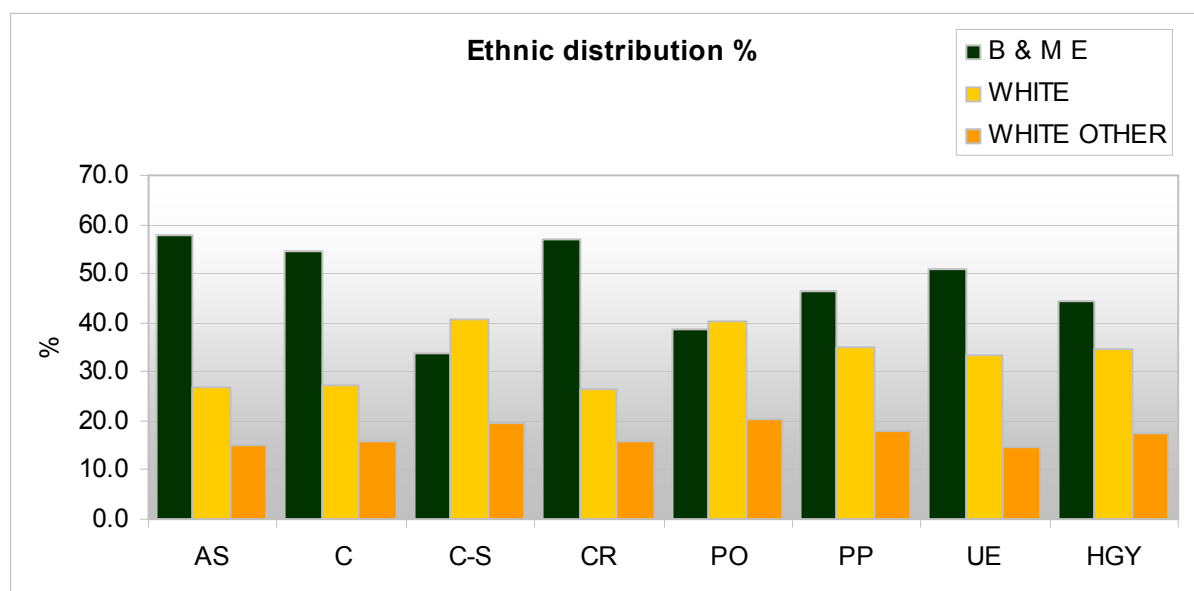
Ethnic Breakdown (continued)

Haringey Council serves a multicultural community of around **224,700** with **34%** from black & minority ethnic communities. With **9067** staff, Haringey Council is the largest employer in the borough with **43%** of employees living in Haringey and the majority of these are employed in Schools and Children’s Services.

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	44.1	7.0	2.9	3.8	57.8	26.7	15.2	0.4
C	42.3	6.9	3.2	2.0	54.3	27.4	16.0	2.3
C-S	21.4	7.9	2.4	2.0	33.6	40.7	19.6	6.1
CR	39.6	9.7	3.1	4.6	57.0	26.4	15.8	0.9
PO	24.3	6.4	6.9	1.2	38.7	40.5	20.2	0.6
PP	35.8	3.5	4.8	2.2	46.3	34.9	17.9	0.9
UE	34.8	7.4	5.8	2.8	50.8	33.2	14.8	1.2
HGY	31.2	7.6	3.1	2.5	44.3	34.5	17.6	3.6

- Over half of the workforce in Adults, Children’s, Corporate Resources and Urban Environment are from the BME groups with the lowest BME representation in Schools
- Overall the Council’s BME workforce is representative of the diverse community Haringey serves



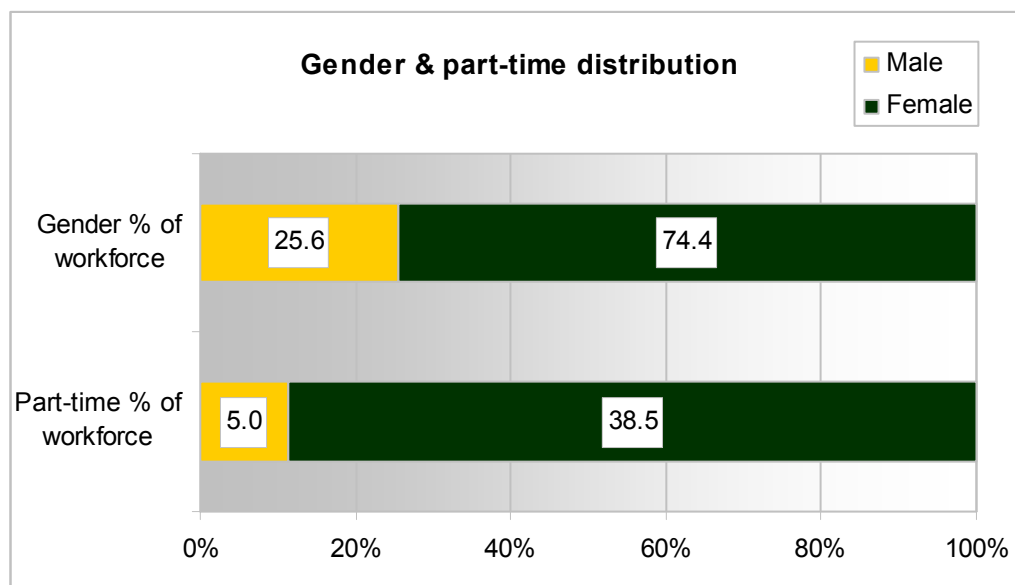
Section Two – A Diverse Workforce

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	1350	32.4	77	5.7	360	26.7
C	1428	45.4	64	4.5	584	40.9
C-S	4380	57.4	230	5.3	2282	52.1
CR	818	29.3	52	6.4	188	23.0
PO	173	13.3	3	1.7	20	11.6
PP	229	11.4	2	0.9	24	10.5
UE	689	7.8	21	3.0	33	4.8
HGY	9067	43.5	449	5.0	3491	38.5

- 43.5% of the workforce are considered to be part-time, 38.5% female and 5.0% male
- The majority of part-time staff are employed in Schools, Children’s and Adults Services, this could be due to the nature of job roles that exist within these directorates
- 74.4% of the workforce are women with over half of these women (51.7%) working part-time
- 89% of part-time staff are women and 11% are men



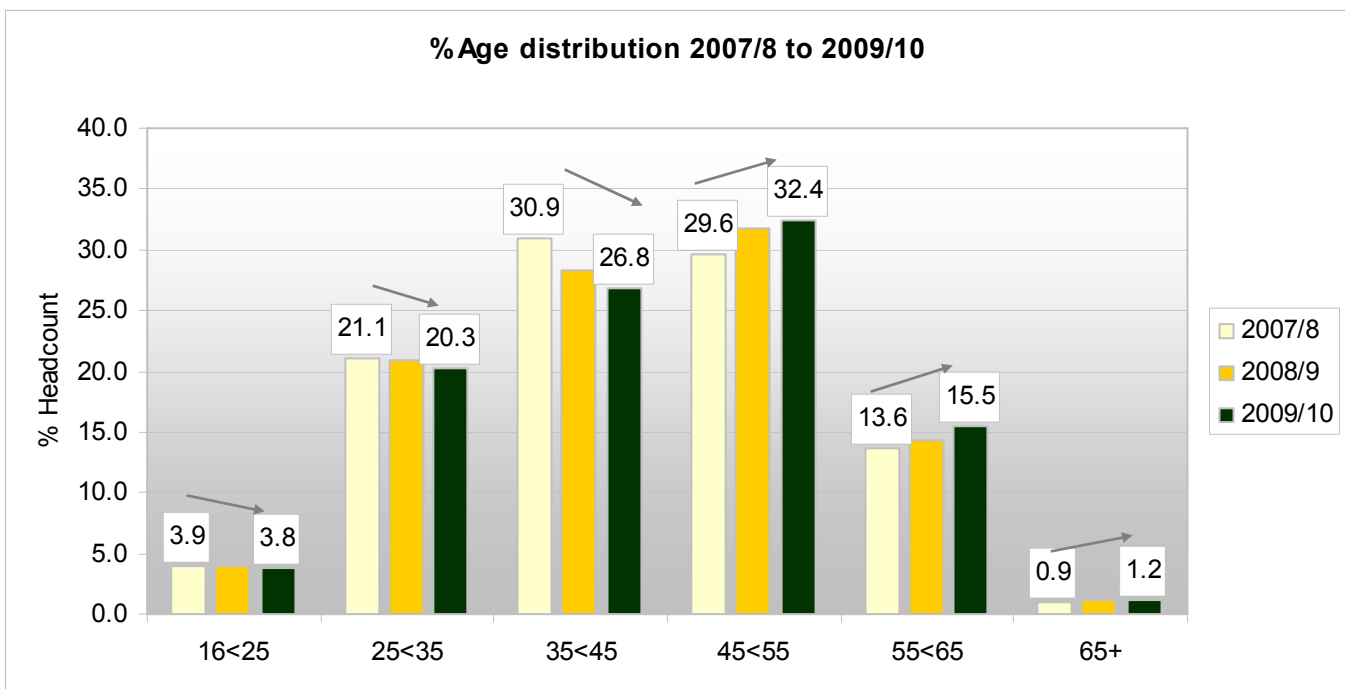
Section Two – A Diverse Workforce

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	2007/8	2008/9	2009/10
16<25	3.9	4.0	3.8
25<35	21.1	20.9	20.3
35<45	30.9	28.3	26.8
45<55	29.6	31.8	32.4
55<65	13.6	14.3	15.5
65+	0.9	1.1	1.2
Total	8460	8933	9067



- The % of staff aged 34 and under has fallen again this year compared with 2008/9
- 49.1% of the workforce are aged 45+, an increase of 2% from last year and we continue to see an increase of staff in the latter age bands
- The workforce continues to age with 16.7% of staff aged 55+ compared with 15.4% 2008/9 and 14.5% 2007/8

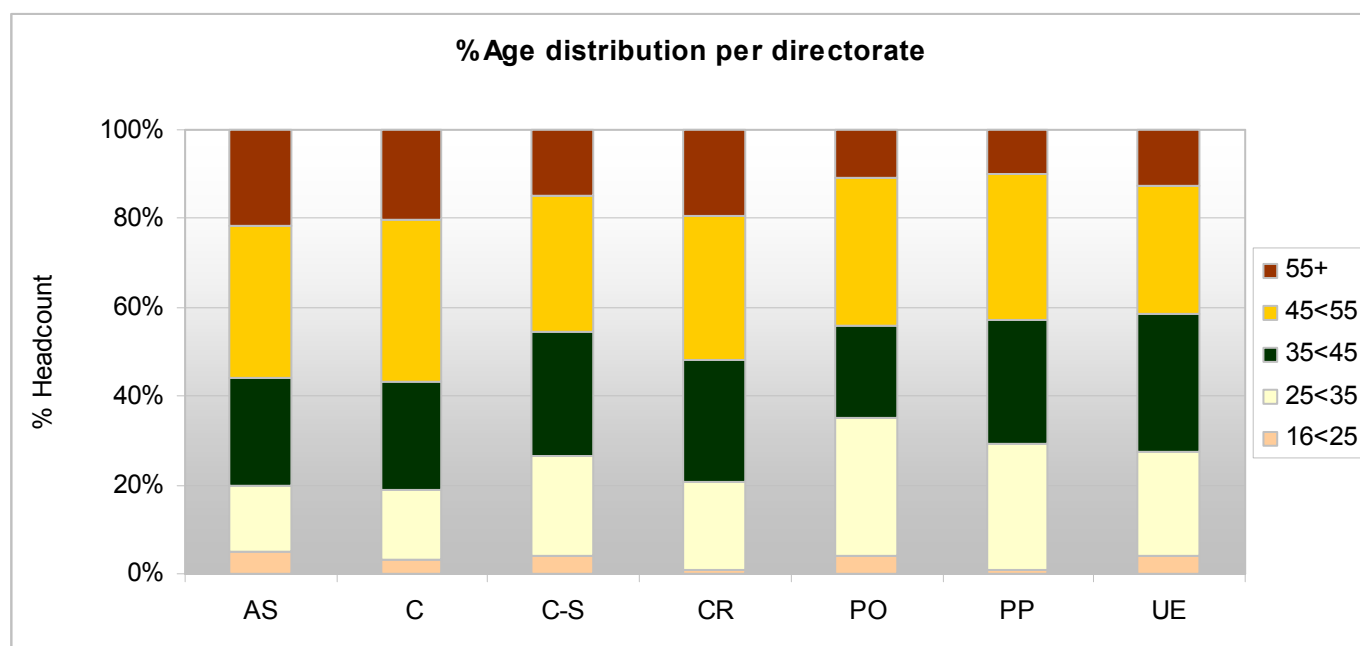
Section Two – A Diverse Workforce

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	1350	45	21.4	5.0	15.0	23.9	34.7	20.3	1.1
C	1428	45	20.3	3.2	15.8	24.2	36.6	19.1	1.2
C-S	4380	43	14.7	4.3	22.1	28.0	30.8	13.8	1.0
CR	818	44	19.3	1.1	19.6	27.4	32.6	17.0	2.3
PO	173	41	11.0	4.0	31.2	20.8	32.9	11.0	0.0
PP	229	42	10.0	0.9	28.4	27.9	32.8	9.6	0.4
UE	689	42	12.8	3.9	23.7	31.2	28.4	11.0	1.7
HGY	9067	43	16.7	3.8	20.3	26.8	32.4	15.5	1.2



- The average age of a Haringey Council employee is 43, with the highest average age of 45 in Adults and Children's directorate
- Adults have the highest % staff 55 or over at 21.4% but also the highest % of under 25s at 5.0%
- 1.2% of the workforce have chosen to work past the age of 65

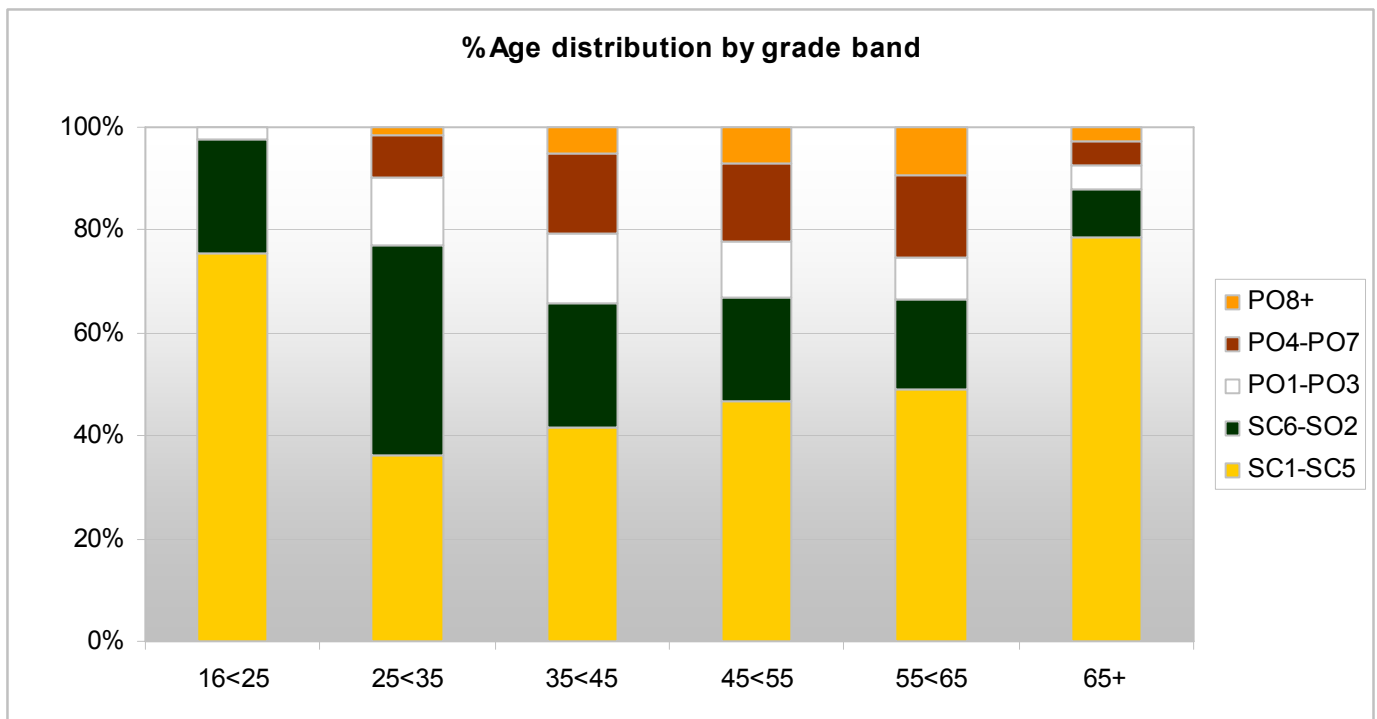
Section Two – A Diverse Workforce

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+
SC1-SC5	75.7	36.4	41.6	46.6	49.2	78.5
SC6-SO2	22.0	40.6	24.3	20.3	17.4	9.3
PO1-PO3	2.3	13.2	13.4	11.0	8.0	4.7
PO4-PO7	0.0	8.3	15.7	14.9	15.9	4.7
PO8+	0.0	1.6	4.9	7.2	9.5	2.8
Headcount	345	1840	2434	2935	1406	107



- 75.7% of 16<25 year olds and 78.5% of 65+ year olds are in grade band SC1-SC5, this is significantly higher than in other age bands
- 32.4% of staff are aged between 45-54 years, the highest % in any age band
- 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	39.4	17.0	10.1	6.4	4.0	1.9
1<2	28.7	16.4	9.9	7.1	4.3	3.7
2<5	24.9	37.4	27.2	21.9	13.8	7.5
5<10	7.0	25.6	32.5	29.9	21.0	26.2
10<15	0.0	3.4	10.2	11.6	13.3	10.3
15+	0.0	0.2	10.1	23.1	43.7	50.5
Headcount	345	1840	2434	2935	1406	107

- The majority of 16<25 year olds have less than 1 years service and most 25<35 years have between 2<5 years service
- 86.9% of 65+ year olds have 5 years or more service and 50.5% with more than 15 years

Section Two – A Diverse Workforce

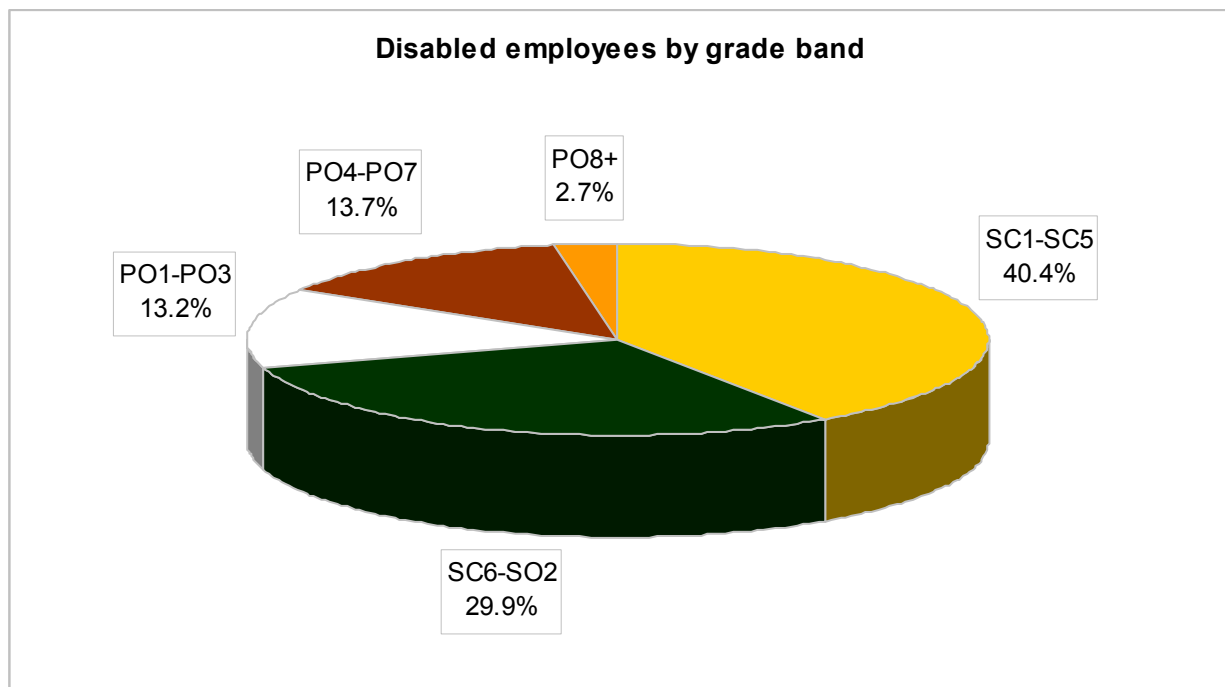
Disability Analysis

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 as a % of the workforce is **4.5%**. This figure is different from the **5.53%** published for 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	SC1-SC5	SC6-SO2	PO1-PO3	PO4-PO7	PO8+
AS	98	7.3	51	32	7	7	1
C	78	5.5	26	22	9	21	0
C-S	100	2.3	57	21	6	12	4
CR	58	7.1	14	28	9	5	2
PO	9	5.2	1	3	3	2	0
PP	15	6.6	0	1	8	5	1
UE	50	7.3	16	15	12	4	3
HGY	408	4.5	165	122	54	56	11

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



- Adults and Urban Environment have the highest % of disabled staff at 7.3% of their workforce
- 40% of disabled staff are in grade band SC1-SC5, followed by 30% in SC6-SO2

Section Three – Recruitment & Retention

Summary

Employee Turnover

The Council's overall turnover rate stood at 11.3% for 2009/10, this is a decrease of 3.0% compared with last year's figure of 14.3%. The Council is in line with turnover levels of other London authorities, which have an average turnover rate of 11.4% (London Councils Scorecard Q3 2009/10).

The Council's voluntary turnover rate for 2009/10 was 6.1%, a decrease of 3.4% compared with 9.5% 2008/9 and again is in line with other London authorities at 6.1%.

Overall, the Council has seen a significant reduction in the number of leavers from 1242 2008/9 to 1018 2009/10, a total of 224. Of these 1018, 548 left voluntarily in comparison to 694 in 2008/9.

The decline in the number of voluntary leavers could be a consequence of the challenging economic climate we are currently experiencing. Where unemployment has continued to increase from a reported 2.1 million in May 2009 to 2.28million by March 2010 (ONS), less staff are choosing to leave the organisation due to the lack of job opportunities elsewhere and also uncertainty around their own jobs.

Exit Interviews

A new format for recording exit interview information was introduced in the summer of 2009. All those who voluntarily resign are sent an exit questionnaire and a chase letter is sent two weeks after their last day of service if the form is not returned.

Since May 2009, 156 leavers have been sent questionnaires and 47 were returned (a return rate of 30%). A total of 55 leavers (35%) were graded at PO1 or above and of these 9 (6%) left with under two years service. Some leavers asked for an exit interview to be held by a member of the HR Employment Strategy & Policy team and a total of 8 interviews have been held.

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. Any issues relating to an employee's concerns about the working environment such as nature of the work, discrimination or bullying are referred to the Directorate HR Business Partner.

New Starters

614 new employees joined Haringey over the 2009/10 financial year and an additional 245 employees were recruited internally. Over the last 2 years we have seen a continuous reduction of new starters with 1127 in 2007/8 and 984 in 2008/9.

28% of new starters were employed in Schools and 25% in Children's Services.

Out of all new starters, 15.5% were from the 16-24 age band, compared with 31.8% of new starters aged 25-35. The working population in Haringey has 12% within the youngest age band 16-24 (ONS: 2007).

42.5% of new starters are from BME backgrounds and 2.6% declared a disability.

69.5% 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.

Overall, we have seen a decline in the number of new starters due to fewer recruitment campaigns throughout the year and we suspect that the number of new employees will continue to decrease in the next financial year as posts are looked to be filled internally.

Section Three – Recruitment & Retention

Summary (continued)

Recruitment and Retention

Redeployment

All redeployees are given 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 2009/10 was 62. Of these, 24 were redeployed (39%), creating a saving of £247,928
- On average redeployees were on the redeployment register for 64 days, this is an improvement compared to last years figure of 70 days

Apprenticeships

HR made a successful bid for external funding from Skills for Care to set up an apprenticeship programme for adult social care staff. Haringey was one of only 5 London boroughs that secured 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.

The Business Administration apprenticeship programme which has been running in the Council for several years continues to be popular, 13 apprentices were appointed and started work in September 2009. 3 apprentices left during the year and the remaining 10 all successfully passed their NVQ2 in Business Administration. A total of 5 have been successful in being appointed to a permanent job in Haringey, one has a temporary job with the council and one has secured permanent employment with another borough.

Employing long term unemployed using the Hays Agency contract

All agency temps used by Haringey are sourced from a variety of suppliers managed by Hays Resource Management. A total of 41 suppliers have signed up to the Hays Regeneration Charter. They are committed to registering candidates who have successfully attended free training provided by one of the regeneration partners including Working Links, Career Development Group, Positive Employment and Sencia. During their training, candidates are supported by the Hays Regeneration Co-ordinator and staff from the provider agency. Contact was made with over 500 candidates during the period 2009/10, over 100 completed training and were placed in temporary assignments.

The candidates who are sourced for the scheme may be disabled, lone parents or long term unemployed and candidates from these groups often find that their lack of suitable references is a major obstacle in them obtaining permanent employment. The Regeneration scheme not only provides relevant training, but also ensures that a guaranteed reference is available once the training has been completed and an agency assignment has been completed. The two references can then be used to enable them to apply for permanent work through the Haringey Guarantee scheme and as a result 6 candidates were offered permanent jobs with the Council.

Section Three – Recruitment & Retention

Summary (continued)

Pay & Benefits

The council has a comprehensive package of benefits including a final salary pension scheme; flexible working and retirement opportunities; learning & development programmes (run either classroom style or via e-learning); shopping & entertainment discounts and free money advice seminars.

The value of the benefits package is a minimum of £7,500 per year, per employee. The most popular benefit has been the free money advice sessions which are run on a regular basis either at lunchtime or on a 1:1 basis with an adviser. The sessions are provided by Money Made Clear (previously part of the Financial Services Authority).

Section Three – Recruitment & Retention

Turnover

The following tables look at the different categories of employee turnover per directorate in 2009/10.

Reason for leaving category by directorate							
Directorate	Dismissal	Other	Redundancy	Resignation	Retirement	Contract End	Total
AS	14	8	3	68	25	18	136
C	11	7	5	87	34	14	158
C-S	17	40	11	287	30	137	522
CR	7	17	2	44	11	4	85
PO	0	1	0	12	2	5	20
PP	2	4	1	20	2	8	37
UE	5	7	4	30	5	9	60
HGY	56	84	26	548	109	195	1018

- We have seen a decrease in the number of leavers over the last year compared to 2008/9 from 1242 to 1018
- 54% of leavers resigned and 19% of leavers had their employment contract come to an end
- The majority of leavers were from Schools

Employee turnover rate (%) by category & directorate							
Directorate	Dismissal	Other	Redundancy	Resignation	Retirement	Contract End	Total
AS	1.0	0.6	0.2	5.0	1.8	1.3	10.0
C	0.8	0.5	0.3	6.1	2.4	1.0	11.1
C-S	0.4	0.9	0.3	6.7	0.7	3.2	12.2
CR	0.8	2.0	0.2	5.2	1.3	0.5	10.0
PO	0.0	0.6	0.0	7.0	1.2	2.9	11.7
PP	0.9	1.8	0.4	8.8	0.9	3.5	16.2
UE	0.7	1.0	0.6	4.4	0.7	1.3	8.8
HGY	0.6	0.9	0.3	6.1	1.2	2.2	11.3

- The overall turnover rate for 2009/10 is 11.3%
- Policy, Partnerships, Performance & Communications has the highest turnover rate at 16.2% with the majority of leavers resigning (8.8%)
- Urban Environment has the lowest turnover rate of 8.8%

Section Three – Recruitment & Retention

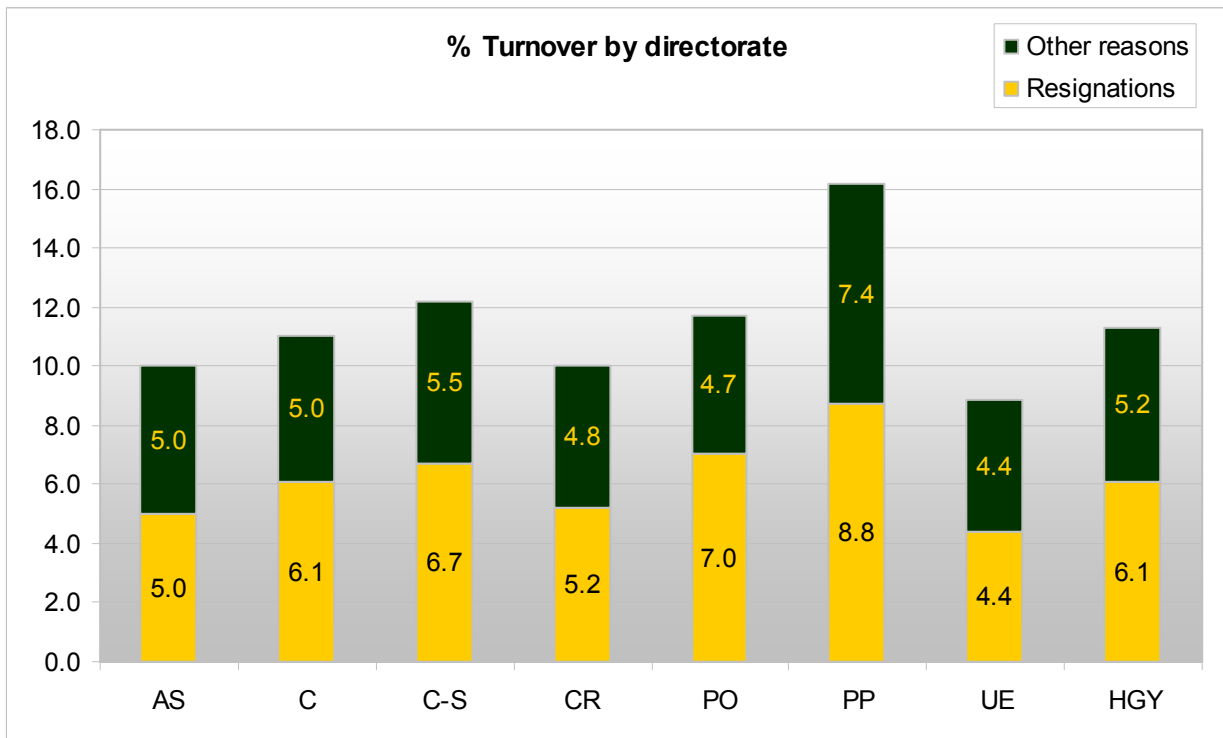
Turnover (continued)

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.

Haringey Council's voluntary resignation rate of 6.1% is aligned with other London Boroughs at 6.1% (London Councils Workforce Scorecard Q3 2009/10). This figure is significantly lower than last year's 9.5% and reflects current economic trends.

Reason	Haringey Council	London Councils 2009
Resignations	6.1%	6.1%

The following chart highlights the % 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.

% Voluntary resignation rates by grade band and length of service							
Grade band	Total	0<1	1<2	2<5	5<10	10<15	15+
SC1-SC5	6.4	11.7	12.6	6.2	4.1	2.6	1.0
SC6-SO2	5.9	8.8	5.9	10.1	4.6	1.1	1.3
PO1-PO3	6.1	5.2	17.6	9.1	6.0	2.4	1.3
PO4-PO7	5.9	7.7	10.0	10.0	6.1	5.0	2.0
PO8+	5.9	12.2	12.5	11.4	3.7	3.3	2.2
Totals	6.1	10.1	10.8	8.1	4.7	2.7	1.4

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+
SC1-SC5	253	64	69	65	41	9	5
SC6-SO2	137	23	17	65	25	2	5
PO1-PO3	61	4	13	19	20	2	3
PO4-PO7	68	6	6	22	20	8	6
PO8+	29	5	4	10	5	2	3
Totals	548	102	109	181	111	23	22

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	35	15	12	8	0	0	0
25-34	201	36	50	88	27	0	0
35-44	157	25	27	49	46	6	4
45-54	106	16	15	27	26	12	10
55-64	44	10	5	8	9	4	8
65+	5	0	0	1	3	1	0
Totals	548	102	109	181	111	23	22

- The highest voluntary turnover rate is for staff who have less than 2 years service and lowest rate is for staff who have 15+ years service
- 46% of voluntary leavers were in salary band SC1-SC5 and 25% in SC6-SO2
- 36.7% of voluntary leavers were in age band 25-34 with 43.8% of these having 2-5 years service
- 77% of 16-24 year olds left within 2 years of starting, this is the highest % for any age band
- 33% of staff who left voluntarily had 2-5 years service with Haringey

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+
SC1-SC5	6.5	10.5	12.7	6.9	3.9	3.5	5.1
SC6-SO2	5.9	8.9	9.7	5.4	2.4	3.1	8.7
PO1-PO3	6.1	16.7	11.8	5.9	3.0	2.6	0.0
PO4-PO7	5.9	100.0	8.8	6.9	4.7	4.2	0.0
PO8+	5.9	0	9.7	8.1	6.0	2.5	0.0
Totals	6.1	10.0	10.9	6.3	3.7	3.3	4.9

Number of voluntary resignations by grade bands and age band							
Grade band	Total	16-24	25-34	35-44	45-54	55-64	65+
SC1-SC5	253	25	84	68	50	22	4
SC6-SO2	137	8	73	34	14	7	1
PO1-PO3	61	1	29	19	9	3	0
PO4-PO7	68	1	12	26	20	9	0
PO8+	29	0	3	10	13	3	0
Totals	548	35	201	157	106	44	5

- The voluntary resignation rate for 16-24 age band has reduced further this year to 10.0% from 11.7%
- Overall, voluntary resignations have declined in all age groups predominately between ages 25 to 54 compared with 2008/9

Section Three – Recruitment & Retention

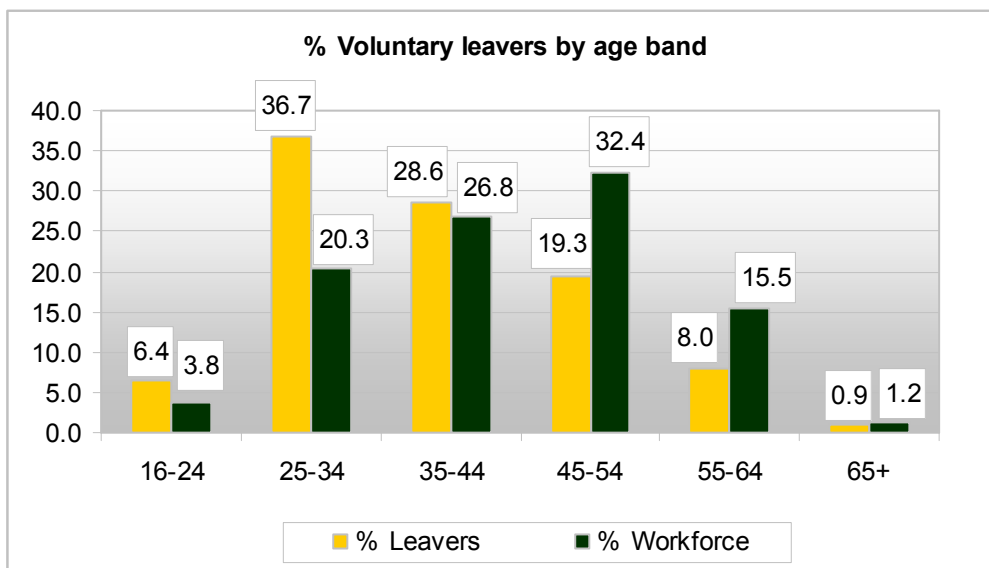
Turnover (continued)

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

Voluntary leavers by directorate and ethnicity										
Directorate	BME		White		White Other		Not Declared		HGY	
	Total	%	Total	%	Total	%	Total	%	Total	%
AS	35	51.5	22	32.4	10	14.7	1	1.5	68	12.4
C	51	58.6	23	26.4	10	11.5	3	3.4	87	15.9
C-S	92	32.1	127	44.3	53	18.5	15	5.2	287	52.4
CR	26	59.1	14	31.8	4	9.1	0	0.0	44	8.0
PO	6	50.0	5	41.7	1	8.3	0	0.0	12	2.2
PP	8	40.0	12	60.0	0	0.0	0	0.0	20	3.6
UE	14	46.7	13	43.3	3	10.0	0	0.0	30	5.5
HGY	232	42.3	216	39.4	81	14.8	19	3.5	548	100.0

- The number of voluntary BME leavers is lower than all white staff and lower than the proportion of BME staff in the workforce

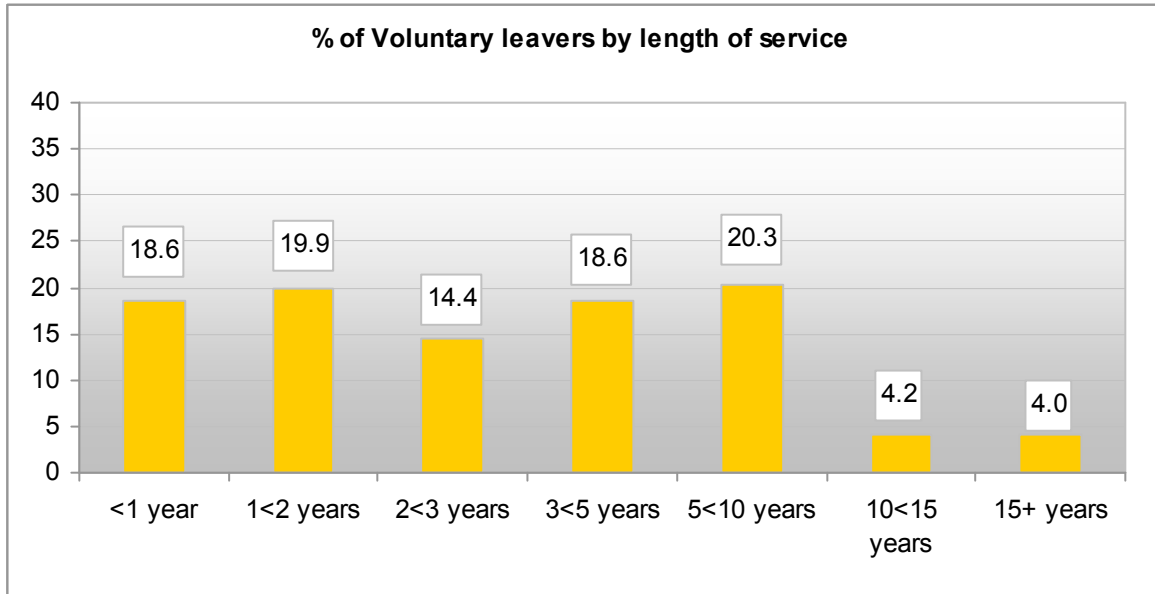
Voluntary leavers by directorate and age band														
Directorate	16-24		25-34		35-44		45-54		55-64		65+		Totals	
	Total	%	Total	%	Total	%	Total	%	Total	%	Total	%	Total	%
AS	5	7.4	12	17.6	23	33.8	21	30.9	7	10.3	0	0.0	68	12.4
C	2	2.3	32	36.8	20	23.0	26	29.9	7	8.0	0	0.0	87	15.9
C-S	23	8.0	120	41.8	80	27.9	40	13.9	20	7.0	4	1.4	287	52.4
CR	2	4.5	11	25.0	15	34.1	8	18.2	7	15.9	1	2.3	44	8.0
PO	0	0.0	8	66.7	3	25.0	1	8.3	0	0.0	0	0.0	12	2.2
PP	1	5.0	5	25.0	11	55.0	2	10.0	1	5.0	0	0.0	20	3.6
UE	2	6.7	13	43.3	5	16.7	8	26.7	2	6.7	0	0.0	30	5.5
HGY	35	6.4	201	36.7	157	28.6	106	19.3	44	8.0	5	0.9	548	100.0



Section Three – Recruitment & Retention

Turnover (continued)

- The highest % of leavers are in 25-34 age band
- The % of leavers in most age bands is disproportionate to the % of the workforce in those age bands. There is a higher % of leavers in age bands 16-24 and 25-35 and a lower % of leavers in age bands 45-54 and 55-64 compared with the % of the workforce



- 18.6% (102) of voluntary leavers have less than 1 years service, this is significantly high if you compare it to the 10% of the workforce in that service band.
- 4.2% of voluntary leavers have 10-14 years service, this is the lowest % and lower than the % of the workforce in that service band (9.4%)

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 residing within the organisation.

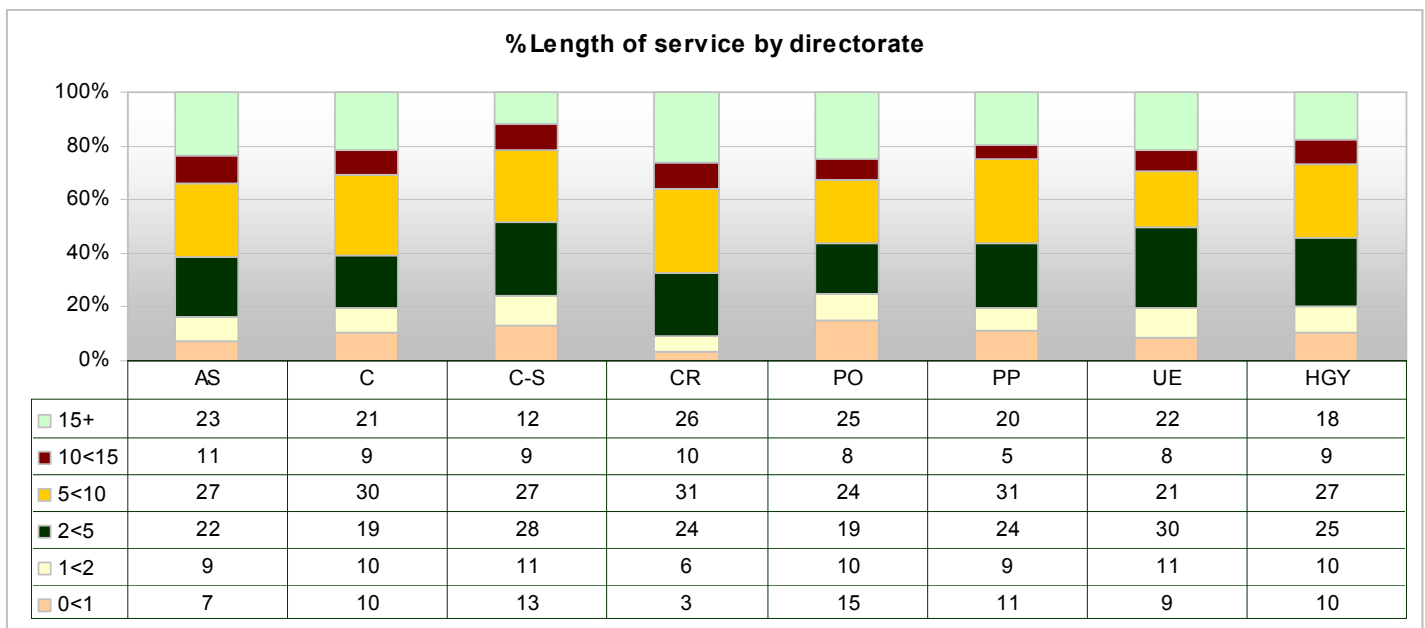
Average length of service in years by directorate and grade band						
Directorate	SC1-SC5	SC6-SO2	PO1-PO3	PO4-PO7	PO8+	Total
AS	8.4	11.1	11.4	10.4	12.0	9.5
C	8.9	8.8	9.0	9.2	10.3	9.0
C-S	6.0	5.4	7.5	11.2	11.4	6.9
CR	8.4	10.4	11.8	11.5	9.2	10.1
PO	9.9	6.6	10.6	14.3	13.9	9.7
PP	9.7	5.8	7.1	9.2	14.0	8.3
UE	4.4	10.4	10.5	10.0	10.3	8.6
HGY	6.9	7.8	9.3	10.6	11.0	8.1

- The average length of service per Haringey employee is 8 years
- Corporate Resources have the highest average of 10.1 years followed closely by People & OD (9.7) and Adults, Cultures & Communities (9.5)
- Schools have the lowest average of 6.9 years

The data below shows that 52% of the organisation has between 2-9 years length of service.

There are less staff with less than 2 years service and this could be due to the majority of our voluntary leavers having less than 2 years service.

There are also less staff with 10-14 years service compared with other bands. The reason for this could be that staff that fall into 5-9 years band find they have less promotional opportunities, as the average length of service increases within the higher grade bands and there are less leavers. 18% of leavers had 5-9 years service.



Section Four – In Sickness and In Health

Summary

Sickness Absence

The Sickness Absence Target set by the Council is 8.50 days per person.

The Council's average sickness absence rate at the end of March 2010 was 9.38 days. This is an additional 0.5 days per employee compared with last year's figure of 8.88 days. From 2007/8 we saw a decrease in sickness absence from 9.67 days to 8.88 days 2008/9 and even though our procedures remain stringent we have seen an increase in sickness in 2009/10.

Over the last year HR has continued to work hard with managers to reduce sickness absence, however, during 2009/10 there was pandemic flu crisis and this has been a significant contributory factor as to why the Council's overall sickness rate has increased.

Even though our reporting systems were updated to differentiate between pandemic flu and seasonal flu and pandemic flu was then excluded from our sickness data, the Council saw a significant increase in seasonal flu in 2009/10 compared with 2008/9. An additional 1519 FTE days were lost and 664 staff were sick due to Cold/Flu compared with 2008/9. This could be as a result of staff misdiagnosing themselves with seasonal flu instead of pandemic flu due to the difficulty in differentiating between the two flu type symptoms.

The most significant increase in sickness absence due to 'seasonal flu' was seen in Children's Services and Schools and within the months of May 2009 to July 2009 which was the peak period for pandemic flu.

The overall direct cost of sickness absence for 2009/10 was £6,517,076, an increase of £972,997 compared with last year's cost of £5,544,079.

The Council is continually committed to reducing sickness absence and have identified challenging individual business unit targets to help achieve the corporate target.

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:

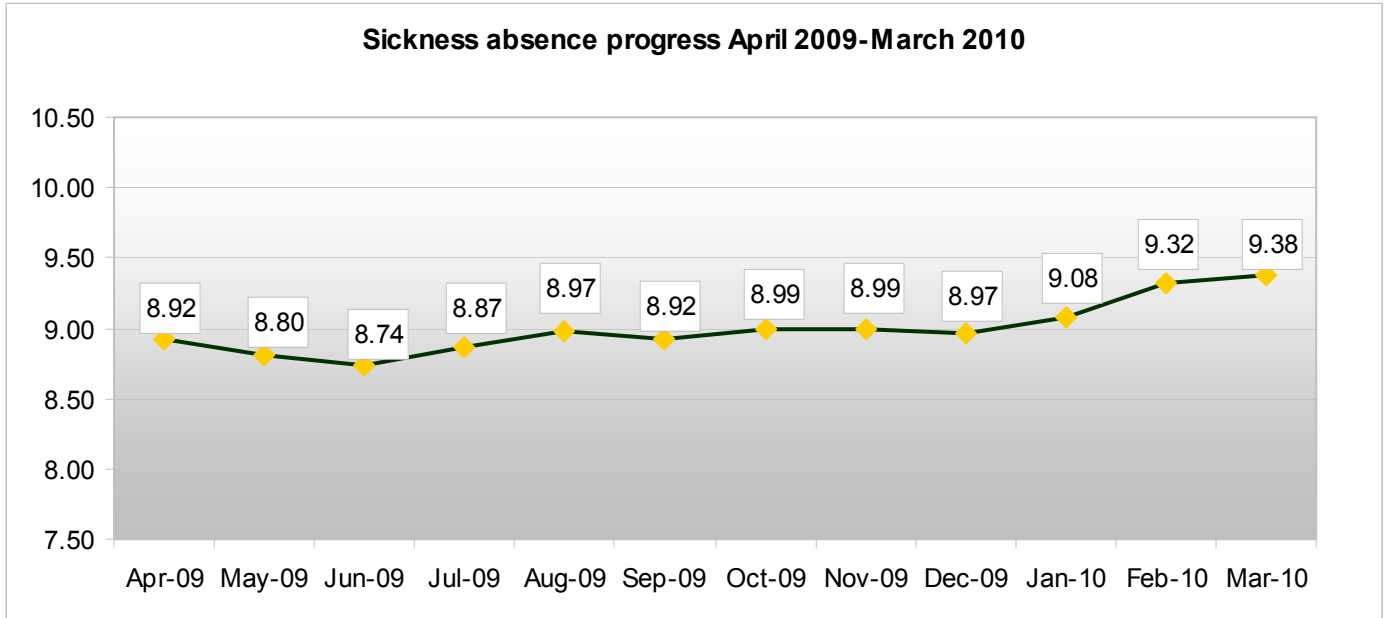
- Introduction of the sickness toolkit allows easier monitoring and identification of high levels of absence enabling a targeted approach to intervention
- Reduction of sickness monitoring trigger from 8 to 6 days
- Promotion of healthy lifestyle and smoking cessation sessions run by the Occupational 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 management engagement audits where high levels of sickness 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.



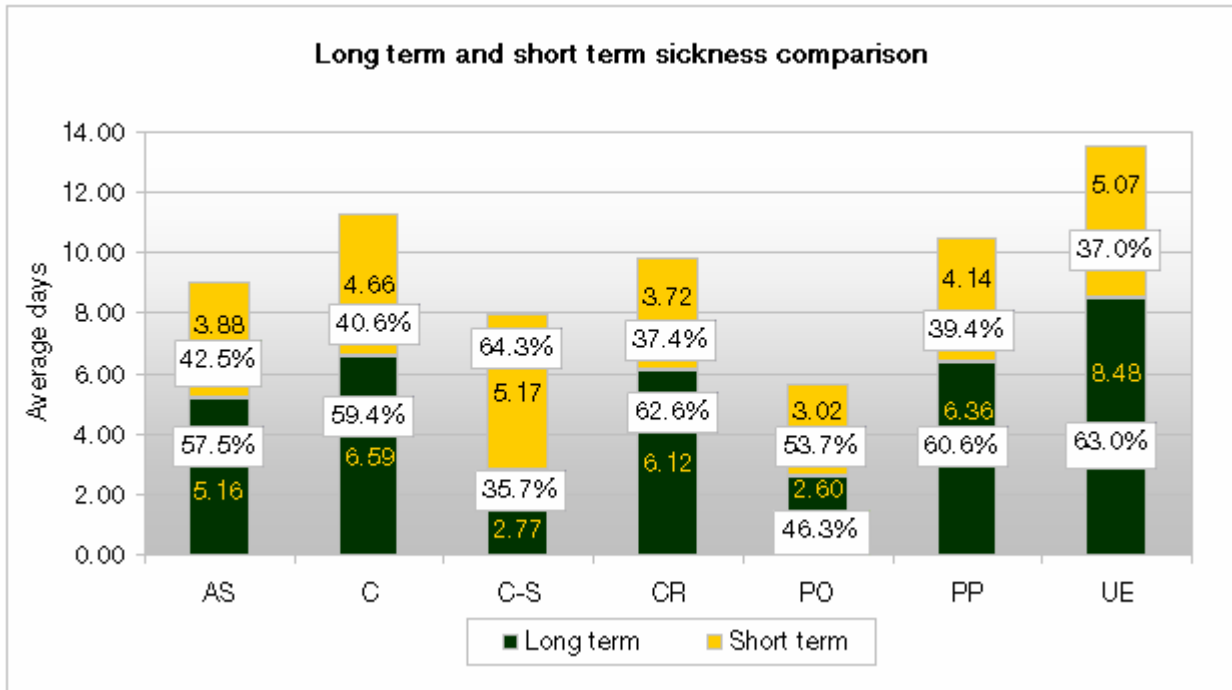
Sickness days and cost over 3 years		
Year	Average days	Cost
2009/10	9.38	£6,517,076
2008/9	8.88	£5,544,079
2007/8	9.67	£6,039,395

- The average number of days sick per employee increased from 8.88 2008/9 to 9.38 2009/10. This equates to an additional 0.5 sickness days per employee compared to last year
- 66,105 FTE days were lost due to sickness absence in 2009/10. 51% of this sickness was long term
- The overall direct cost of sickness absence for 2009/10 was £6,517,076, which is £972,997 more than in 2008/9
- With a more rigorous sickness monitoring policy from April 2009 which reduced the sickness trigger days from 8 sick days to 6 sick days, we would have expected to see a decrease in the average sickness days

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 13.55 days per employee, Urban Environment had the highest average number of sick days per employee, 63.0% was attributed to long term (single spell of 20 days or more) absence
- In most directorates the majority of their sickness is attributable to long term absence, with the exception of Schools with 64.3% short term absence and People & OD with 53.7%

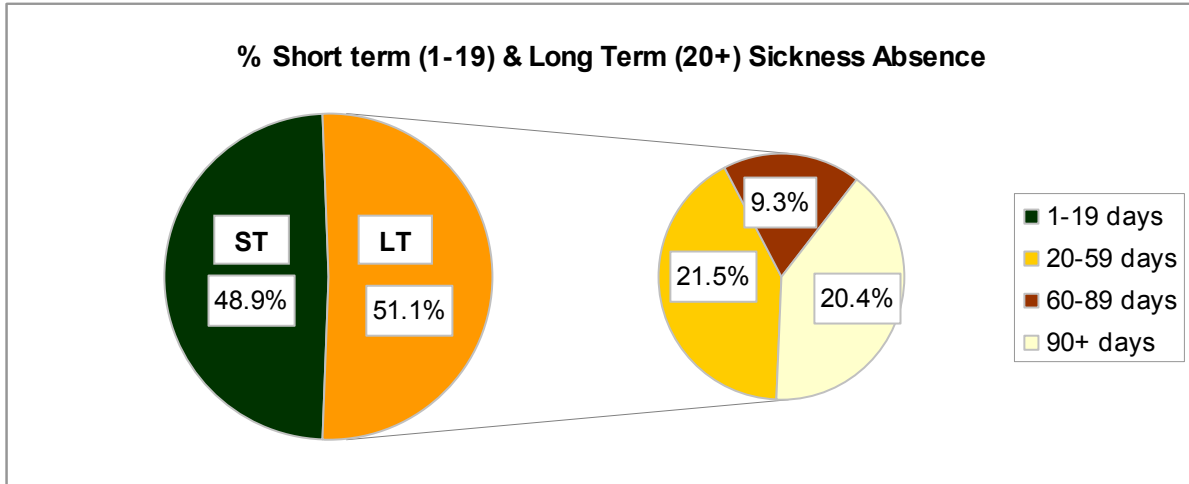
Higher levels of average sickness absence (14 days plus) exist within the following service areas:

Directorate	Business Unit / Service
AS	Culture & Libraries - Haringey Adult Learning Section
C	Children & Families – First Response ; Children & Families – Resources & Placements ; Children & Families – Leaving Care & Asylum ; Children & Families – Quality Assurance ; Children & Families – Safeguarding & Support Business Support & Development – Finance Service ; Business Support & Development – Admissions Service ; Business Support & Development – Complaints & Freedom Info Section Children’s Networks – Early Years & Play Service Schools (8)
CR	Legal – Business Support Team Corporate Property – Commercial ; Corporate Property – Asset Strategy & Development
PP	Performance & Policy – Service Improvement Section ; Safer & Stronger Communities – Voluntary Sector ; Safer & Stronger Communities – Drug & Alcohol Team
UE	Frontline - Parking Service ; Frontline – Waste Management ; Frontline – Enforcement Service Strategic & Community Housing – Housing Finance ; Strategic & Community Housing – Housing Improvement Private Sector ; Strategic & Community Housing – Housing Needs & Lettings

Section Four – In Sickness and In Health

Sickness Absence Data (continued)

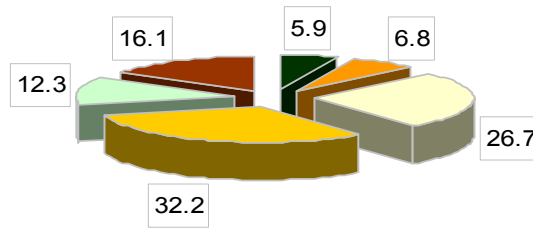
This section provides further analysis on the average number of days sick per employee by reason, broken down into short & long term absence.



% Breakdown of categorised sickness absence by short and long term (%)			
Reason	Short-term (1-19 days)	Long-term (20+ days)	Totals
Back problems	5.8	6.0	5.9
Musculo-skeletal problems	5.8	7.7	6.8
Stress / mental health	5.4	18.8	12.3
Virus / infection	30.8	2.1	16.1
Other categorised	34.1	30.3	32.2

- 51.1% of sickness absence was long term, with 21.5% of this absence being 20-59 days and 20.4% 90+ days. There is a significant dip in the 60-69 days band at 9.3%
- 16.1% of sickness absence is due to virus/infection
- 18.8% of long term sickness absence is due to stress/mental health
- 32.2% of sickness absence is identified as other categorised and this would include all sickness reasons that do not come under the other categories

% Sickness absence reasons

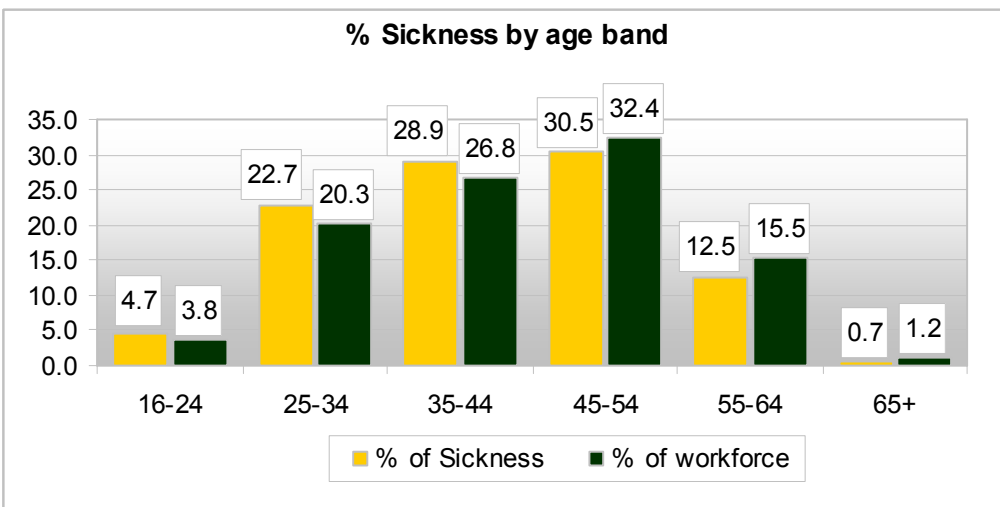
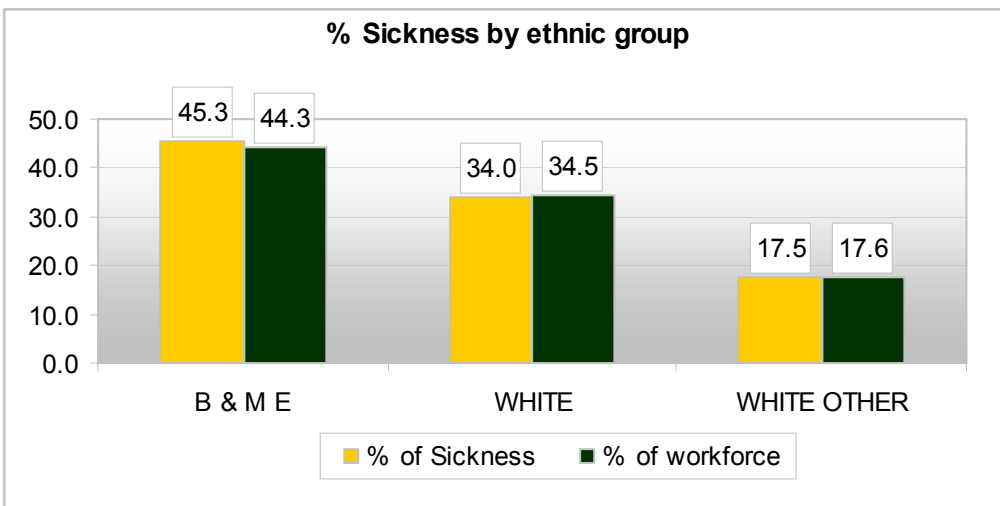
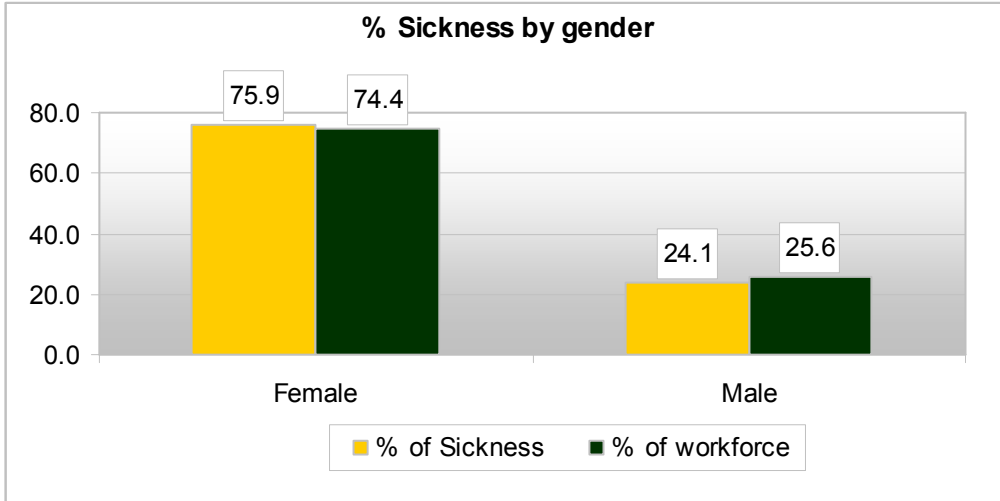


- Back problems
- Musculo-skeletal problems
- Non categorised / no entry
- Other categorised
- Stress / mental health
- Virus / infection

Section Four – In Sickness and In Health

Sickness Absence Data (continued)

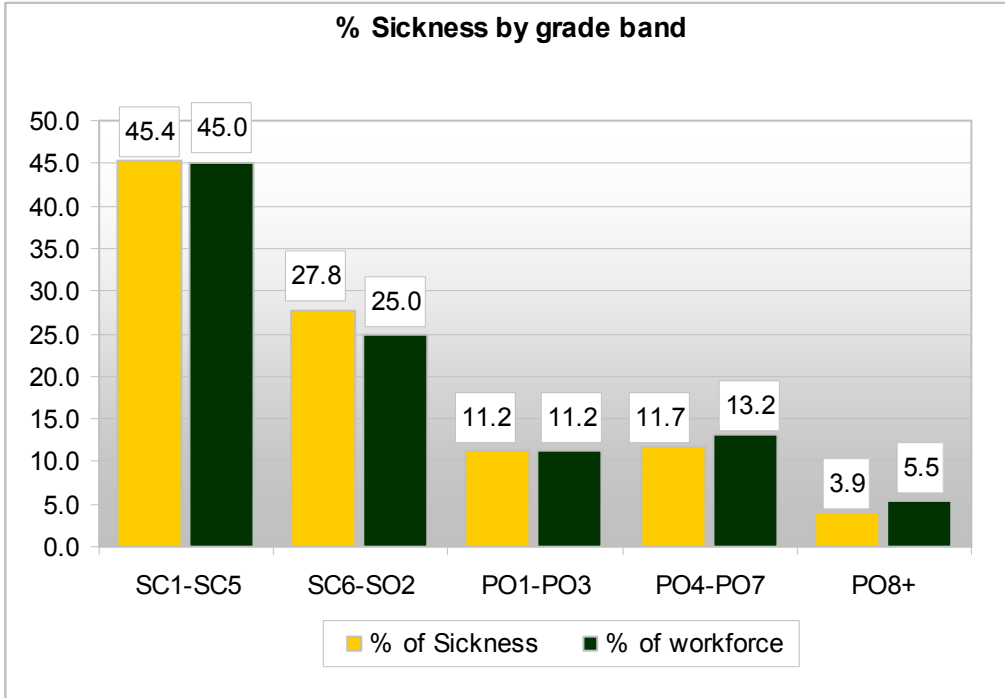
The following charts show sickness absence by gender, ethnicity and age band.



Section Four – In Sickness and In Health

Sickness Absence Data (continued)

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



The graphs above indicate that the %'s of sickness absence are all proportionate to the same groups of staff within the workforce.

Section Five – Council Performance

Sickness Absence

- At the end of the 2009/10 financial year, Haringey Council recorded an average of **9.38** sick days per employee.

This is higher than the London Borough average of 8.8 days but is lower than the overall Local government average of 10.7 days.

However, the Council performs better than the London borough averages in absence due to stress/mental health. This is an indicator of better engagement across the organisation.

Our sickness absence due to virus/infection is higher than the London Borough average.

Average no. of days sick per employee	
Haringey Council 2009/10	
Haringey (incl. schools)	9.38
Haringey (excl. schools)	10.48
London Councils Workforce Scorecard Q3 2009/10	
- Median	8.5
- Average	8.8
CIPD Absence Survey Report 2009	
Local government average	10.7

Reasons for absence comparison		
Reason	London Councils Workforce Scorecard Q3 2009/10	Haringey 2009/10
Stress/Mental Health	15.4%	12.3%
Virus/ Infections	12.8%	16.1%
Back	7.5%	5.9%
Other Musculo-skeletal problems	11.5%	6.8%

Section Five – Council Performance

Past & Present

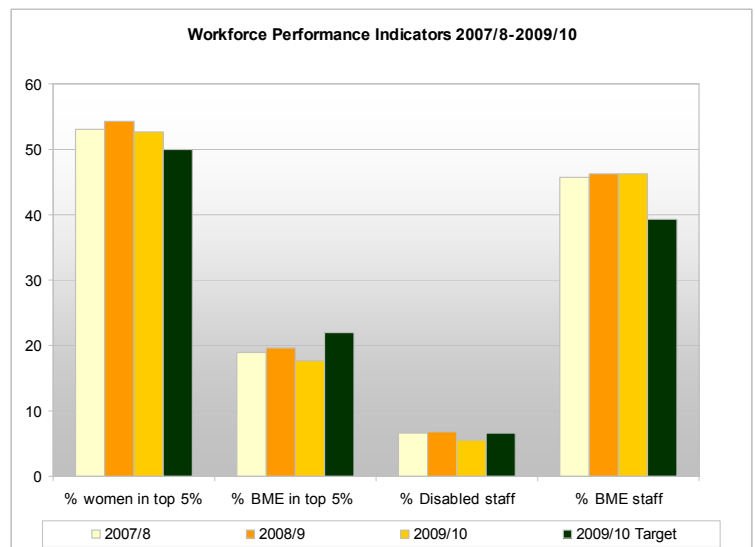
This section compares Haringey Council's current performance with previous years for sickness absence, turnover and our workforce performance indicators (previously Best Value Performance Indicators).

Performance Indicators

- We are still above our target of 50% of women in the top 5% of earners, even though we have seen a reduction in 2009/10
- The number of BME staff within the top 5% of earners has decreased this year by 2.1%
- The number of staff with a disability has decreased this year. This indicator only considers staff that have declared either a Yes or No as to having a disability. Due to an exercise undertaken for the School Workforce Census the number of staff declaring yes or no has increased over the last year, therefore, reducing the overall disability %
- 5.5% disabled staff is still higher than the average for other London Councils of 4.8% (London Councils Workforce Scorecard Q3 2009/10)
- 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 will continue to strive across the workforce towards reaching our target of 22% BME in the Top 5% of earners and 6.6% Disabled

- % 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 2007/8-2009/10				
Performance Indicator	2007/8	2008/9	2009/10	2009/10 Target
% women in top 5% earners	53.1	54.2	52.7	50
% BME in top 5% earners	19.0	19.7	17.6	22
% Disabled staff	6.6	6.7	5.5	6.6
% BME staff	45.7	46.2	46.2	39.3

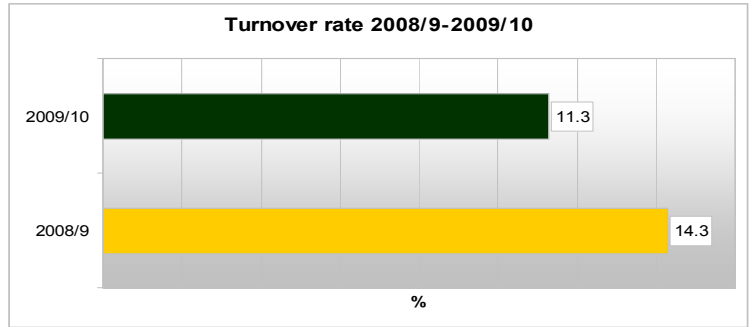


Section Five – Council Performance

Past & Present

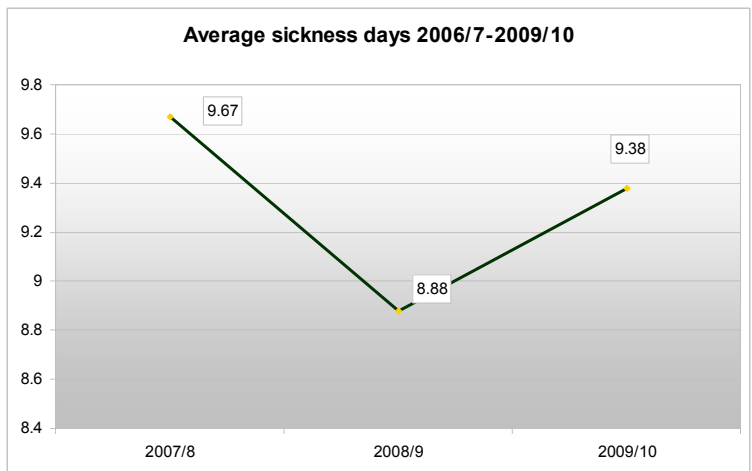
Turnover

- The turnover rate is 11.3% for 2009/10, with a decrease of 4% compared to last year
- This compares well with London Councils average of 11.4%



Sickness Absence

- The sickness absence progress chart shows that sickness absence decreased between 2007/8 to 2008/9, however, has increased from 8.88 2008/9 to 9.39 in 2009/10



Section Six – Directorate Profiles

Adults, Culture and Community Services – Headcount approx 1400

This directorate includes the following business units:

- Adult Services & Commissioning – commissioning services, residential homes, homecare, day care, learning disability, mental health and physical disability services
- Safeguarding & Strategic Services
- 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		
	Mar 09	Mar 10	Change	Mar 09	Mar10	Change
Adult Services & Commissioning	14	9	-5	10.9	9.4	-1.5
Safeguard & Strategic Services	3	9	+6	4.9	7.4	+2.5
Culture, Libraries & Learning	11	7	-4	12.1	9.1	-3.0
Recreation Services	7	11	+4	8.6	8.4	-0.2
AS	12	10	-2	10.2	9.0	-1.2

Agency usage in the Adults Business Unit 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, and more recently Service Managers, have been holding monthly management panels where managers have to present agency reduction plans and account for their agency usage reductions and this has led to a 5% reduction of the workforce being agency workers. Recent pay increases for permanent posts due to Single Status have improved our ability to attract staff to permanent positions which has been an issue in the past however strategies to reduce or delay permanent recruitment pending consideration of options for future service delivery could lead to increases in agency numbers in the types of posts referred to above. The additional requirement to make financial savings will mean that services will make it part of their strategy to engage agency workers where unit costs are lower and so numbers could rise over the coming months.

In Recreation there has been a 4% increase in the agency proportion of the workforce which has been part of the strategy adopted with regard to the introduction of the 'Parkforce' operating model in Parks.

Sickness rates across the directorate have continued to improve markedly, thanks to concerted and sustained management action to address sickness absence. Adult services have seen a reduction of 1.5 days in average sickness rates, Culture Libraries and Learning has reduced by 3 days and Recreation has seen a reduction of 0.2 days. Reductions across the directorate are continuing. Strategically the services that need to make further improvements are Learning Disabilities, Supported Housing, Sports and Leisure and Safeguarding and Strategy. If planned outcomes in these services are achieved the headline rate for ACCS as a whole will continue to reduce.

Section Six – Directorate Profiles

Children and Young People’s Services – Headcount approx 1420

This directorate includes the following business units:

- Children & Families – Children in care, safeguarding & support, first response, children’s residential homes
- Children’s Networks – children centres, early years and play, education welfare and psychology, integrated youth service
- Business Support & Development – admissions, school place planning, capital programme, catering and school transport, commissioning and contracts, schools IT, schools personnel
- School Standards & Inclusion – School standards service, early childhood service, inclusion section

Key workforce indicators and annual performance

Business Unit	Agency usage – % of workforce			Sickness rate – Average days per person		
	Mar 09	Mar 10	Change	Mar 09	Mar 10	Change
Children & Families	26	35	+9	12.3	17.1	+4.8
Children’s Networks	9	4	-5	11.5	10.6	-0.9
Business Support	12	11	-1	12.2	9.2	-3.0
School Standards	3	8	+5	8.6	7.9	-0.7
CS	15	18	+3	11.2	11.2	0.0

Agency usage in the directorate remains predominantly spread across a few job roles including social care workers, general kitchen assistants, escorts, youth and children’s centre workers. Within Children & Families the majority of agency staff are covering social work vacancies, or residential posts the latter partly as a result of re-organisations of the Children’s homes. There has been ongoing work to successfully recruit on a permanent basis to social worker and social work manager posts and as these new appointments start the Service has a planned strategy to release agency workers and thereby significantly reduce costs. Given the national difficulties with recruitment and retention of social workers there will always be a number of posts that are covered by agency workers. In recognition, work is in hand to produce a series of ‘rate cards’ to ensure there is a more cost effective and consistent charging policy with the agencies. BSD continues to use agency workers in catering and escorts to cover vacancies but this is part of a planned approach given changes which may need to be made and as costs are the same or less than permanent employees.

Sickness rates across three of the Business Units have fallen following a programme of targeted action, specifically in relation to Transport, Children’s Centres and the integrated Youth Service where respectively there has been a reduction of over 10 days, 3 days and 1.5 days since March 09. Within Children and Families the focus on the delivery of the Joint Area Review Action Plan and the high number of agency managers has meant that absence levels have risen. There is now stability of management within the service and a resultant expectation that strenuous efforts will be directed at reducing the current high absence levels going forward.

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		
	Mar 09	Mar 10	Change	Mar 09	Mar 10	Change
Corporate Finance	16	15	-1	4.5	7.3	+2.8
Corporate Procurement	8	15	+7	11.1	6.9	-4.2
Benefits & Local Tax	8	21	+13	10.4	10.6	+0.2
Corporate Property	14	13	-1	8.8	12.0	+3.2
Customer Services	9	3	-6	9.4	12.9	+3.5
I.T	11	17	+6	4.7	4.1	-0.6
Legal	32	27	-5	11.3	9.1	-2.2
CR	13	16	+3	8.8	9.8	+1.0

Agency usage: Agency usage has increased overall compared to last year, predominantly due to a significant increase in workload in Benefits and Local Taxation (due to increased numbers of housing benefit claimants) and IT with the need for the skills of specialist IT Operational workers – for example – Infrastructure Engineers to meet service demands.

Elsewhere in the directorate we have achieved reductions in agency usage in the following areas: Legal Services have recruited professional staff as part of the implementation of their new structure; Customer Services have reduced their reliance on agency workers in line with increases in performance.

Sickness rates: Short term sickness rates have been improving markedly across the directorate. However, in some areas, for example in Corporate Finance, Corporate Property Services, Customer Services and Benefits and Local Taxation long term absence has been increasing due to long term chronic sickness where DDA applies: in CS [3 cases], BLT [5 cases + 10 Pregnancy related sickness absence cases], Property Services [6 cases] and Corporate Finance [1 case]. Concerted action to address this is being taken by Management in partnership with HR in these business units.

Section Six – Directorate Profiles

Urban Environment – Headcount approx 680

This directorate includes the following business units:

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

Key workforce indicators and annual performance

Business Unit	Agency usage – % of workforce			Sickness rate – Average days per person		
	Mar 09	Mar 10	Change	Mar 09	Mar 10	Change
Frontline Services	30	21	-9	12.1	15.1	+3
Strategic & Community Housing	9	18	+9	12.7	15.7	+3
Planning, Regeneration & Economy	10	8	-2	6.1	6.6	+0.5
UE	22	18	-4	10.9	13.5	+2.6

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. However, the Re-cycling Service will be outsourced with effect from April 2011 in turn reducing the Agency requirement.

Previously, managers have been working with Human Resources to develop recruitment campaigns that have helped to achieve fuller permanent employment in these areas. This has been predominantly in the area of engineers where careful thought to the staffing structure has meant there is a clear progression route built in.

In the current economic pressure we are having to work within, there will be a drastic reduction in using Agency workers Council-wide.

Sickness rates across the directorate have increased over the last year, particularly in Frontline Services and Strategic & Community Housing with an increase of 3.0 days. These two services and the directorate overall still have progress to make and have been given targets of 12.0 days each by the end of this financial year to help achieve the overall council target of 8.5 days. Looking forward, there have been some long term sickness absences that will soon come to the end of the rolling 12 months, which will have an impact on reducing the rates.

Section Seven – Appendices

Appendix A – Grade bands

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

Current grade band ranges as of March 2010		
Grade band	Min	Max
SC1 - SC5	£14,697	£23,277
SC6 - SO2	£23,970	£30,390
PO1 - PO3	£29,601	£36,306
PO4 - PO7	£36,306	£47,235
PO8+	£48,501	+

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 denominator 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 identify themselves as such against the Disability Discrimination Act 1995 (DDA). The aim of this indicator is to measure progress towards achieving equal opportunities 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

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.