

# HARINGEY COUNCIL EMPLOYEE PROFILE ANALYSIS

APRIL 2005 – MARCH 2006 EDITION

A Personnel Services Report produced by

**HR PERFORMANCE & SYSTEMS TEAM**

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# Introduction

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The information in this report is taken from SAP. It covers the period 01 April 2005 - 31 March 2006.

The data is based on Haringey Council employees who

- hold Permanent, Temporary or Fixed Term Contracts
- are considered as Supernumerary (employees that have been on a Temporary Contract for more than 52 weeks)

Note that this data excludes:

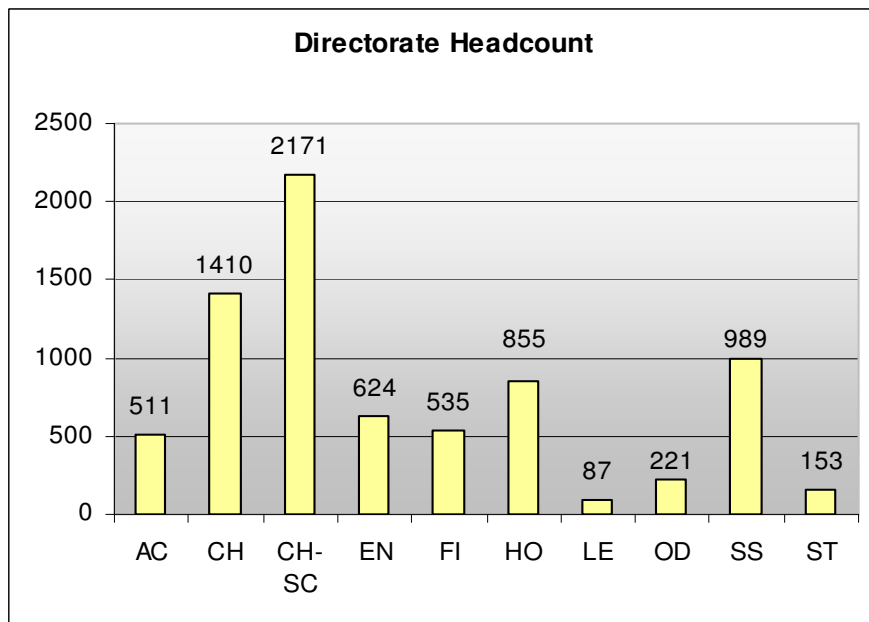
- Casual or Sessional Workers
- Teachers
- Agency Workers

<b>Legend</b>	
Access	AC
Children's Services	CH
Children's Services Schools	CH-SC
Environmental Services Directorate	EN
Finance Services Directorate	FI
Housing Services Directorate	HO
Legal Services	LE
Organisational Development	OD
Social Services Directorate	SS
Strategy Services	ST

# At a Glance

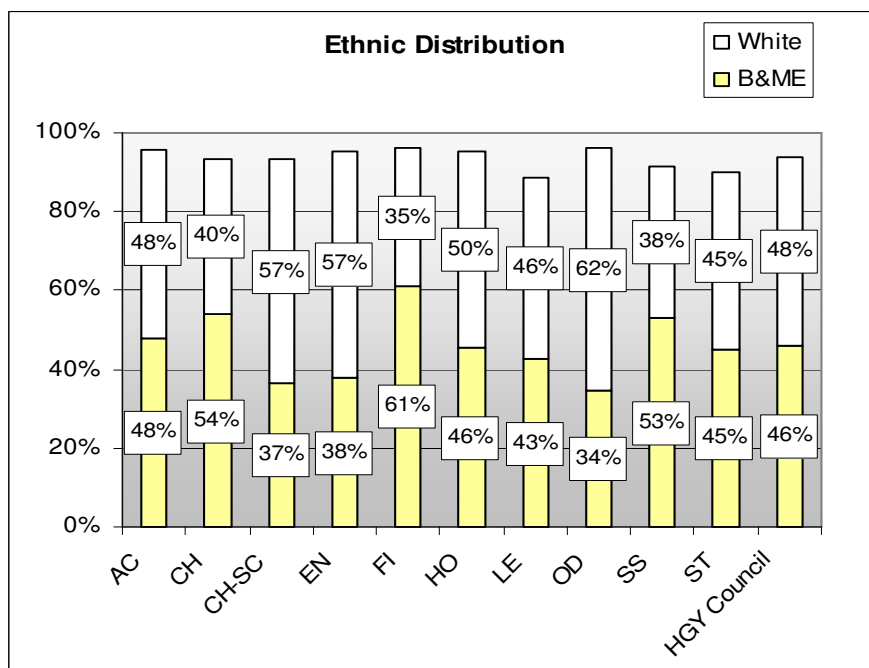
## Headcount

Headcount by Directorate		
Directorate	Headcount	%
AC	511	6.8%
CH	1410	18.7%
CH-SC	2171	28.7%
EN	624	8.3%
FI	535	7.1%
HO	855	11.3%
LE	87	1.2%
OD	221	2.9%
SS	989	13.1%
ST	153	2.0%
HGY Council	7556	100%



## White and B & M E

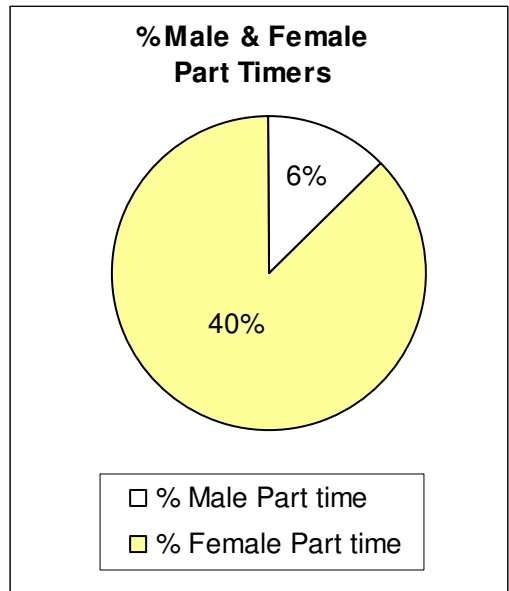
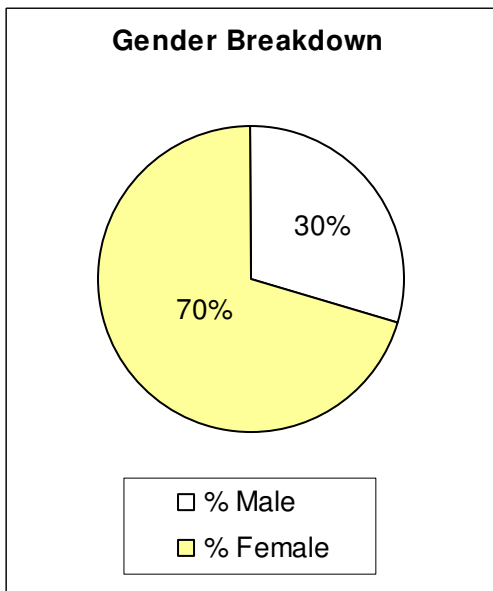
White and B & M E by Directorate		
Directorate	White	B & M E
AC	48%	48%
CH	40%	54%
CH-SC	57%	37%
EN	57%	38%
FI	35%	61%
HO	50%	46%
LE	46%	43%
OD	62%	34%
SS	38%	53%
ST	45%	45%
HGY Council	48%	46%
HGY Pop.	66%	34%



# At a Glance

## Gender and Part-time Breakdown

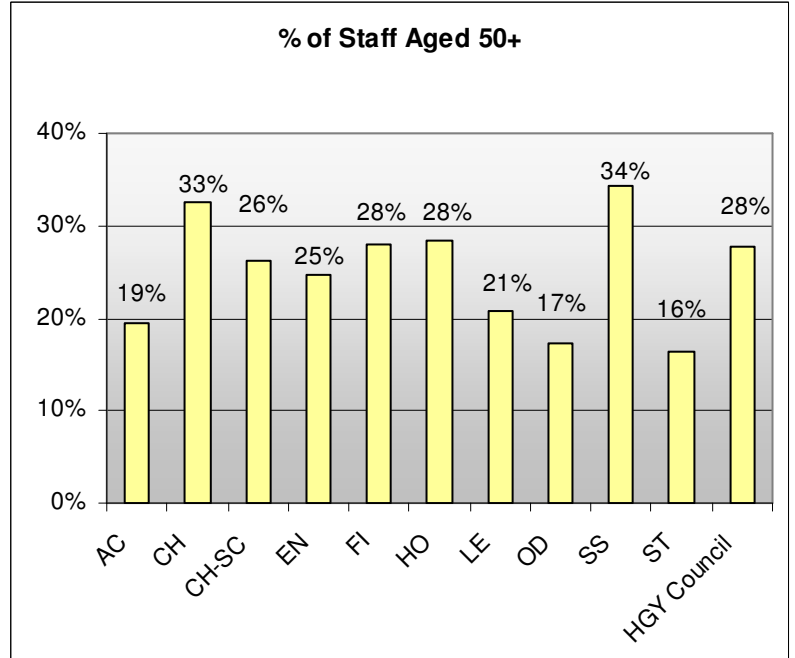
Gender and Part-time Breakdown by Directorate				
Directorate	% Male	% Male Part-time	% Female	% Female Part-time
AC	33%	8%	67%	32%
CH	30%	0%	70%	12%
CH-SC	29%	1%	71%	14%
EN	37%	3%	63%	8%
FI	19%	6%	81%	44%
HO	13%	8%	87%	76%
LE	62%	6%	38%	8%
OD	42%	11%	58%	24%
SS	64%	1%	36%	5%
ST	21%	4%	79%	35%
HGY Council	30%	6%	70%	40%



# At a Glance

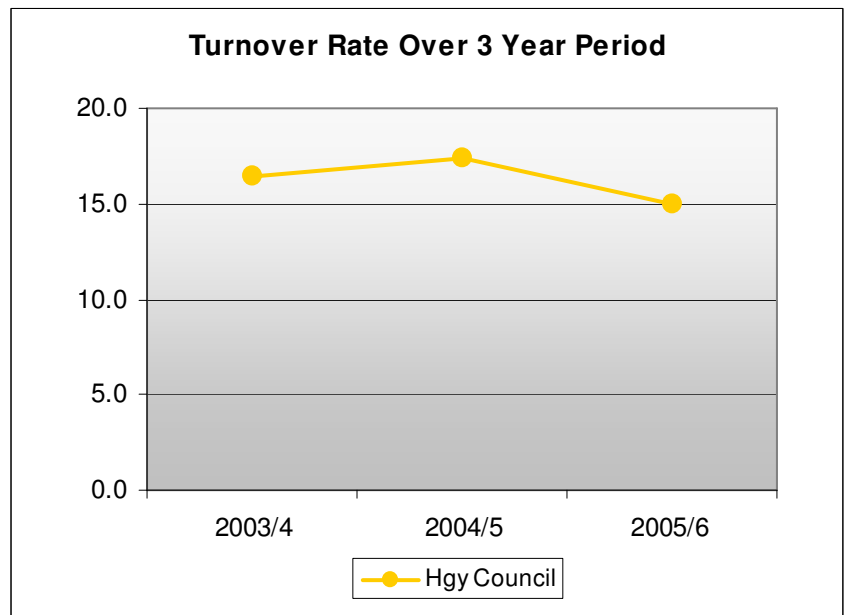
## Age Summary

Age Summary by Directorate			
Directorate	% Under 25 Yrs	% 50+	Ave. Age
AC	9%	19%	39
CH	3%	33%	44
CH-SC	6%	26%	43
EN	7%	25%	41
FI	4%	28%	42
HO	5%	28%	43
LE	3%	21%	41
OD	7%	17%	40
SS	3%	34%	45
ST	8%	16%	38
HGY Council	5%	28%	43



## Turnover

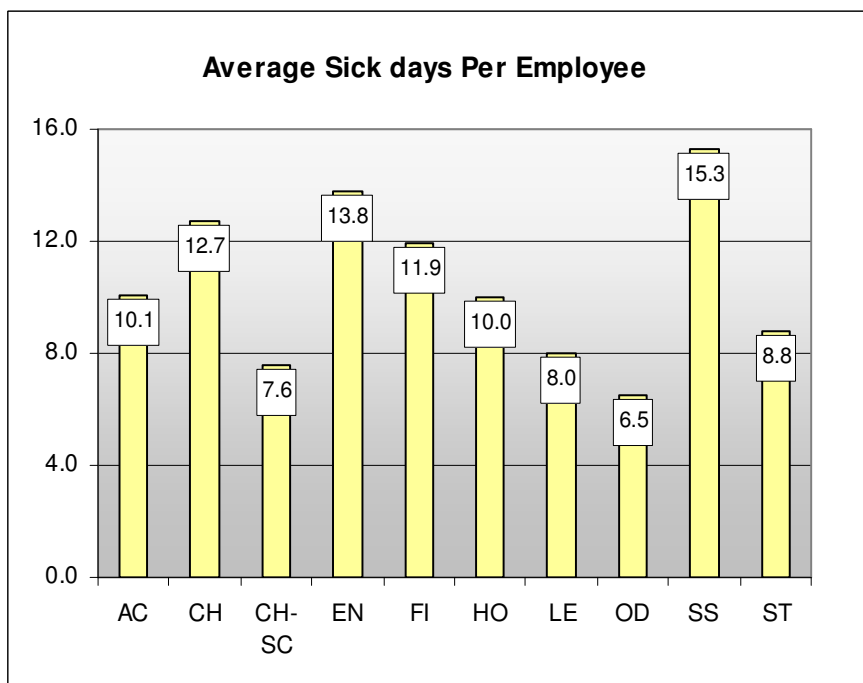
Turnover Rate by Directorate	
Directorate	Turnover Rate %
AC	10.5
CH	16.6
CH-SC	21.2
EN	11.7
FI	10.2
HO	7.7
LE	9.2
OD	14.7
SS	12.1
ST	16.5
HGY COUNCIL	15



# At a Glance

## Sickness Absence

Average Sickness Days by Directorate	
Directorate	Average Sick days
AC	10.1
CH	12.7
CH-SC	7.6
EN	13.8
FI	11.9
HO	10.0
LE	8.0
OD	6.5
SS	15.3
ST	8.8
HGY Council	10.4
Inner London Average 2005	9.1



# Section One – Workforce Statistics

## Summary

### **Headcount, Gender and Ethnic Breakdown**

Haringey employs 7556 staff (excluding teachers and casual staff).

- 70.4% of the workforce are women
- 45.8% of the council workforce are from black & minority ethnic groups (B & M E). This compares well with the Haringey population of 34.4% black & minority ethnics (B & M E). It also compares well with the percentage of 48% white staff in the council
- The Council is one of only 3 inner London authorities with B & M E representation over 40%.
- 33.1% of the council are B & M E women, which compares well with the percentage of 33% white staff
- 4.1% B & M E staff are paid more than £32,000. This compares with 7.1% white staff paid £32,000 or more. The proportion of black & ethnic minority staff to white staff is therefore not as good as other comparators
- Of the Top 5% earners in the council 21.1% are B & M E staff. At the end of financial year the Council had 25.7% B & M E staff and this put the council 1<sup>st</sup> in London for B & M E in the top 5% of earners

The above statistics show that we have met our stated HR Strategy objective of having a workforce that reflects the community we serve.

However, we are still continuing to strive for better representation where appropriate. We have achieved level 2 of the local government Equalities Standard and we have plans in place to achieve levels 3 & 4 by 2007.

### **Earnings Growth**

The Council's workforce has not increased substantially in size over the last 2 years. However, there has been a large increase in earnings over the last 2 years.

This is evidenced by the fact that the number of staff in grades PO4 and above (£32k+) have increased by more than 20% over the past 2 years. Whilst, the number of staff in grades below Scale 5 (less than £21k) have gone down by more than 5%.

Personnel are leading on the Equal Pay and Conditions Review which will address issues of harmonising the pay and conditions of former manual and officer staff and address any equal pay issues. This review will ensure that the correct levels of pay are awarded across the organisation. The review is due for implementation from April 2007.

### **Full-time and Part-time**

- 46.1% of the workforce is classed as part time workers. Of these 40.3% are female and the remaining 5.8% are male
- The largest groups of female part timers work in Access, Finance, Housing, Organisational Development and Strategy Directorates



# Section One – Workforce Statistics

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## Summary (Continued)

### **Age Profile**

- The average age of the workforce is 43 years old
- 5% of staff are aged under 25 compared with 15% in whole economy
- 28% of staff are aged 50 plus compared with 24% in whole economy
- The percentage of 50 plus workers increases in the higher pay grades. This is to be expected since with increased experience the opportunity to get better paid jobs increases

In October 2006 new Age Discrimination legislation will come into effect.

Personnel have conducted lunch time seminars for staff to inform them about the changes the legislation will bring. Committee have approved new retirement processes which will give people the opportunity to work longer than age 65.

Personnel are developing new policies to take account of the opportunities that changes to the pension scheme will bring to older workers to continue working whilst drawing a pension.

We will also continue with a variety of entry schemes to attract new employees at the lower end of the age range. Examples are the New Start scheme and the Graduate scheme.

### **Disabled staff**

- 2.1% of the workforce are disabled. This is an increase from 1.9% last year
- 4.1% of the Top 5% of earners have a disability.

Although the number of disabled staff increased from last year it is important to continue this trend and improve representation across the organisation.

The Council was awarded the two ticks symbol for promoting disabled employment in 2005.

The Council has increased awareness advertising focussing on encouraging people with a disability to consider working for the Council. Recruitment looked into new ways of promoting Haringey by using advertising space at train and underground stations and in specific media targeting disabled applicants. The Council will widen its awareness advertising to other under-represented groups.

# Section One – Workforce Statistics

## Headcount & Ethnic Breakdown

This section contains data on the number of employees employed by Haringey Council.

Haringey Council employed **7556** employees (excluding Teachers and Casual/Sessional employees) at the end of the 01 April 2005 - 31 March 2006 period.

The table below shows the different ethnic groups by gender and salary bands (see appendix A for Salary information).

<b>Ethnic Comparison by Gender &amp; Salary Bands</b> (Percentages against total number of staff in Haringey Council)															
*Ethnic Group	Gender	MAN & CFT		SC1-SC5		SC6-SO2		PO1-PO3		PO4-PO7		PO8+		TOTALS	
		Total	%	Total	%	Total	%	Total	%	Total	%	Total	%	Total	%
White	Male	301	4	204	2.7	219	2.9	189	2.5	154	2	71	0.9	1138	15.1
	Female	556	7.4	799	10.6	586	7.8	250	3.3	215	2.8	85	1.1	2491	33
	Total	857	11.3	1003	13.3	805	10.7	439	5.8	369	4.9	156	2.1	3629	48
+B & M E	Male	303	4	235	3.1	214	2.8	110	1.5	84	1.1	14	0.2	960	12.7
	Female	835	11.1	648	8.6	630	8.3	185	2.4	177	2.3	28	0.4	2503	33.1
	Total	1138	15.1	883	11.7	844	11.2	295	3.9	261	3.5	42	0.6	3463	45.8
- Black	Male	250	3.3	175	2.3	145	1.9	64	0.8	53	0.7	5	0.1	692	9.2
	Female	641	8.5	440	5.8	453	6	128	1.7	125	1.7	17	0.2	1804	23.9
	Total	891	11.8	615	8.1	598	7.9	192	2.5	178	2.4	22	0.3	2496	33
- Asian	Male	24	0.3	27	0.4	49	0.6	28	0.4	14	0.2	5	0.1	147	1.9
	Female	116	1.5	128	1.7	90	1.2	38	0.5	28	0.4	6	0.1	406	5.4
	Total	140	1.9	155	2.1	139	1.8	66	0.9	42	0.6	11	0.1	553	7.3
- Mixed	Male	12	0.2	18	0.2	9	0.1	9	0.1	8	0.1	2	0	58	0.8
	Female	33	0.4	50	0.7	46	0.6	9	0.1	13	0.2	4	0.1	155	2.1
	Total	45	0.6	68	0.9	55	0.7	18	0.2	21	0.3	6	0.1	213	2.8
- Other	Male	17	0.2	15	0.2	11	0.1	9	0.1	9	0.1	2	0	63	0.8
	Female	45	0.6	30	0.4	41	0.5	10	0.1	11	0.1	1	0	138	1.8
	Total	62	0.8	45	0.6	52	0.7	19	0.3	20	0.3	3	0	201	2.7
Not Declared	Male	39	0.5	45	0.6	24	0.3	11	0.1	14	0.2	6	0.1	139	1.8
	Female	72	1	154	2	52	0.7	18	0.2	22	0.3	7	0.1	325	4.3
	Total	111	1.5	199	2.6	76	1	29	0.4	36	0.5	13	0.2	464	6.1
HGY Council	Male	643	8.5	484	6.4	457	6	310	4.1	252	3.3	91	1.2	2237	29.6
	Female	1463	19.4	1601	21.2	1268	16.8	453	6	414	5.5	120	1.6	5319	70.4
	Total	2106	27.9	2085	27.6	1725	22.8	763	10.1	666	8.8	211	2.8	7556	100

\* = See Appendix B for ethnic group's composition.

+ = Black & Minority Ethnic Groups

# Section One – Workforce Statistics

## Headcount & Ethnic Breakdown (Continued)

The above table provides a wealth of data but it is appreciated that it may be difficult to pick out key information. Therefore the table below summarises key information from the table above and allows for quick comparison of key data by ethnic group, females and salary level.

Level 1 – picks out the overall percentages for ethnic groups across the council

Level 2 – drills down to identify the percentage of females within these ethnic groups

Level 3 – drills down the ethnic groups into summarised salary levels and also provides the percentage of ethnic females within each salary level

Summary of Ethnic Comparison by Gender and Salary								
	Level 1	Level 2	Level 3					
Ethnic group	% Workforce	% Females	£32k+ (PO4 and above)		£21k – 32k (Sc6 to PO3)		Less than £21k (Manual to Sc5)	
			% Staff	% Females	% Staff	% Females	% Staff	% Females
Black	33	23.9	2.7	1.9	10.4	7.7	19.9	14.3
Asian	7.3	5.4	0.5	0.5	2.7	1.7	4	3.2
Mixed	2.8	2.1	0.4	0.3	0.9	0.7	1.5	1.1
Other	2.7	1.8	0.3	0.1	1	0.6	1.4	1
B & M E	45.8	33.1	4.1	2.7	15.1	10.7	26.8	19.7
White	48	33	7	3.9	16.5	11.1	24.6	18

- 45.8% of the council workforce are from black & minority ethnic groups. This compares well with the percentage of 48% white staff
- 33.1% of the council are black & minority ethnic women, which compares well with the percentage of 33% white women
- 4.1% black & minority ethnic staff are paid more than £32,000, compared with 7% of white staff. The proportion of black & minority ethnic staff to white staff is therefore not as good as previous comparators

# Section One – Workforce Statistics

## Headcount & Ethnic Breakdown (Continued)

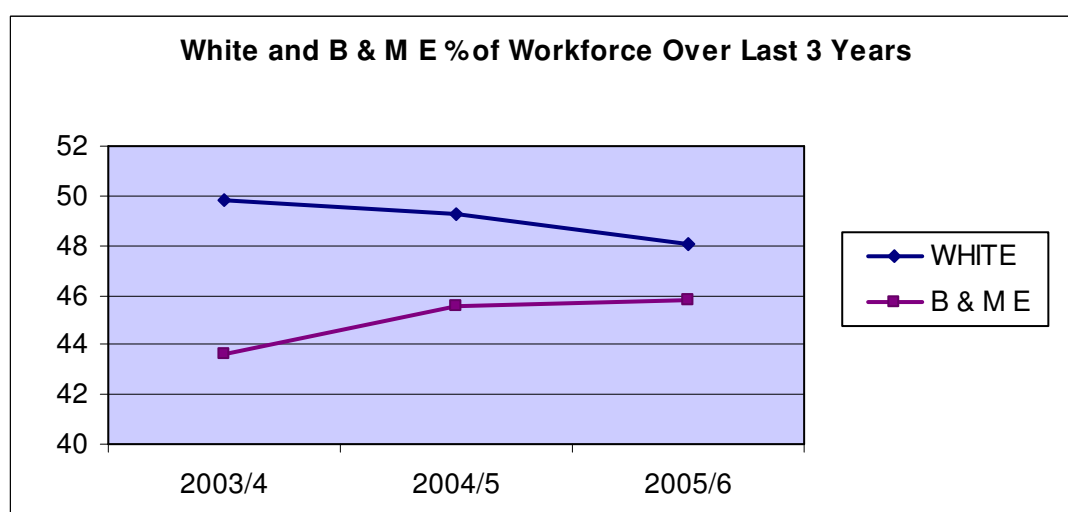
Haringey serves a multicultural community of around 217,000 with **34%** coming from black & minority ethnic communities. With over 7500 staff (approximately 9000 including teachers), Haringey Council is the largest employer in the borough. Most employees live locally and overall the Council's black & minority ethnic workforce is representative of the diverse community Haringey serves.

The following table shows the % of ethnic groups per Directorate compared with Haringey's population.

Ethnic Distribution % (Percentages against total number of staff in directorate)								
Directorate	White	B & M E	Black	Asian	Mixed	Other	Not Dec.	Total Staff
AC	47.9	47.9	28.2	10.6	4.5	4.7	4.1	511
CH	39.5	54	42.8	6.8	2	2.4	6.5	1410
CH-SC	56.9	36.7	22.9	8.8	3.2	1.8	6.4	2171
EN	57.1	38	29	5.1	1.8	2.1	5	624
FI	35	61.1	43.9	10.1	3	4.1	3.9	535
HO	49.6	45.7	36	5.4	2.2	2.1	4.7	855
LE	46	42.5	25.3	5.7	1.1	10.3	11.5	87
OD	62	34.4	21.3	7.2	5	0.9	3.6	221
SS	38.3	53	41.3	5.6	2.6	3.5	8.7	989
ST	45.1	45.1	33.3	2.6	5.9	3.3	9.8	153
HGY Council	48	45.8	33	7.3	2.8	2.7	61	7556
HGY Population	65.6	34.4	20	6.7	4.6	3.1	0	216,507

\* = See Appendix B for ethnic breakdown.

+ = Haringey's Population. Figures taken from Census 2001



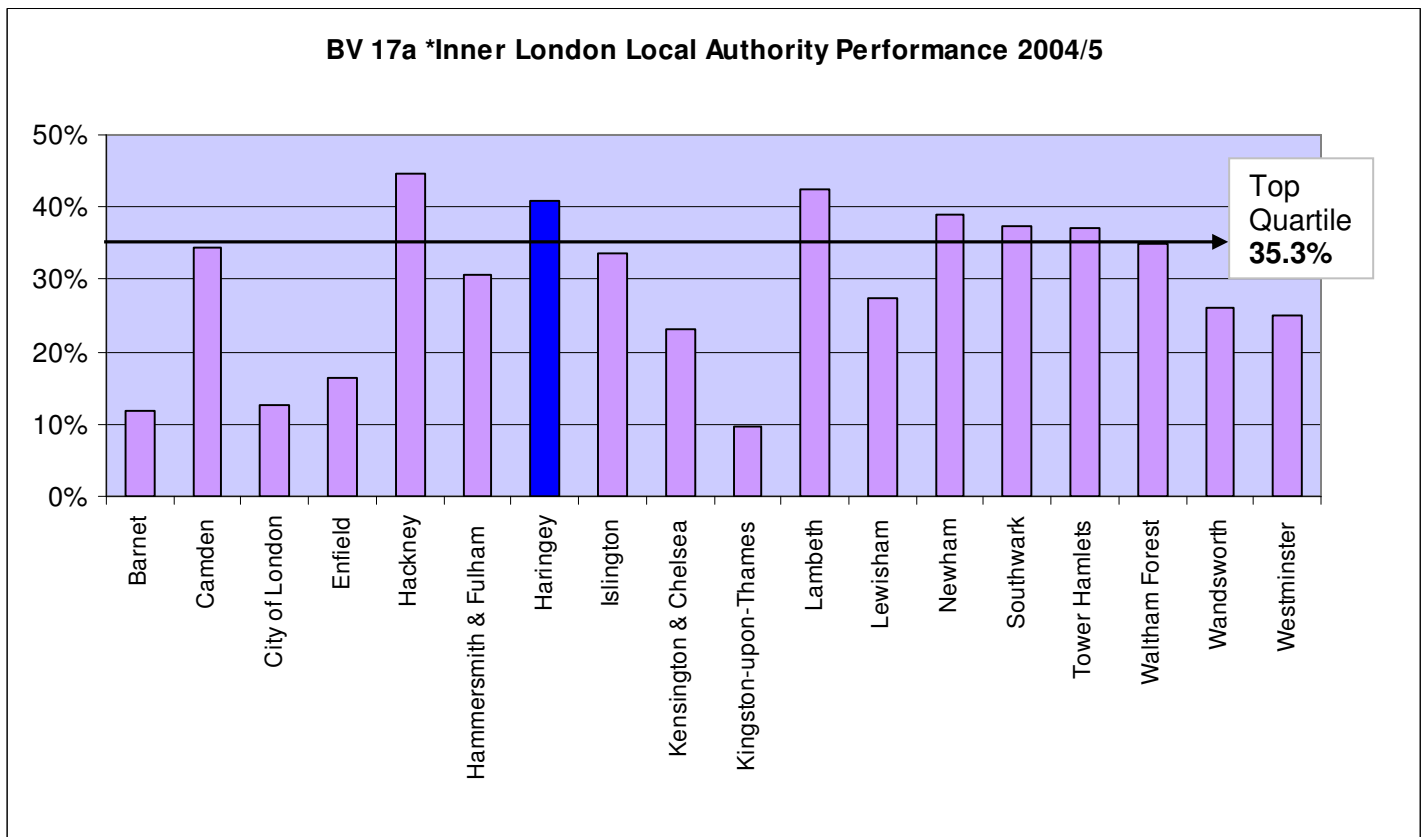
# Section One – Workforce Statistics

## Headcount & Ethnic Breakdown (Continued)

Haringey has consistently performed well for BVPI 17A - % of B & M E staff, and are 1 of only 3 Inner London Local Authorities, which had a representation of over **40%** for 2004/5. The table below displays the performance over the last 3 years.

BVPI 17a - % B & M E Staff					
	2003/4	Change %	2004/5	Change %	2005/6
BVPI 17A	39.3	3.8	40.8	9.3	44.6

Again, Haringey achieved higher than its target of **39.3%** with **44.6%**. Based on current standings, Haringey would be joint top Inner London Local Authority for it's representation of B & M E staff in the workforce.



\* = Members of the North London Strategic Alliance are also included: Barnet, Enfield & Waltham Forest

# Section One – Workforce Statistics

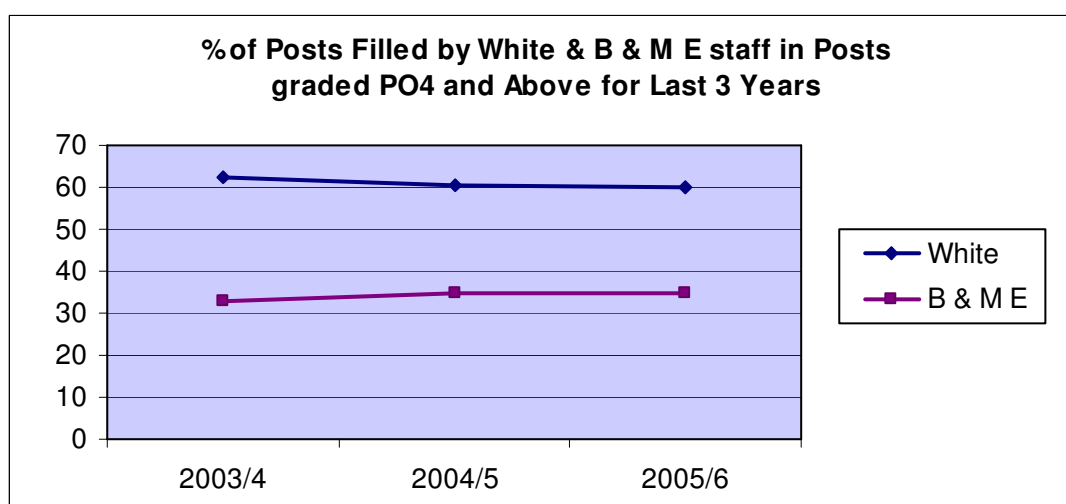
## Headcount & Ethnic Breakdown (Continued)

The table below highlights that Haringey Council is employing more staff at the higher end of the salary scales than it did in 2003/4. Though the actual number of staff increased by only 2 people from last year, staff graded in the PO4-PO7 band had the largest increase of **18.7%**, which is also **23.3%** more than 2003/4. Staff within the PO8+ band also had a large increase of **21.3%** from 2003/4.

Earnings Growth Over Last 3 Years						
Salary Band	2003/4	Change %	2004/5	Change %	2005/6	Change % 2003/4 – 2005/6
MAN & CFT £10,983 - £14,514	2211	0.5	2223	-5.3	2106	-4.7
SC1-SC5 £12,780 - £20,649	2230	0	2230	-6.5	2085	-6.5
SC6-SO2 £21,267 - £26,964	1483	7.7	1597	8	1725	16.3
PO1-PO3 £26,262 - £32,208	718	3.9	746	2.3	763	6.3
PO4-PO7 £32,208 - £41,910	540	3.9	561	18.7	666	23.3
PO8+ £43,032+	174	13.2	197	7.1	211	21.3
TOTALS	7356	2.7	7554	0	7556	2.7

The table below shows the % of workforce occupied by ethnic groups at posts graded PO4 (32K+) and above.

Change in % of Posts Filled by White & B & M E Staff in Posts Graded PO4 and Above (32K+) for Last 3 Years					
Ethnic Group	2003/4	Change %	2004/5	Change %	2005/6
White	62.2	-2.6	60.6	-1.2	59.9
B & M E	32.9	5.2	34.7	-0.6	34.5



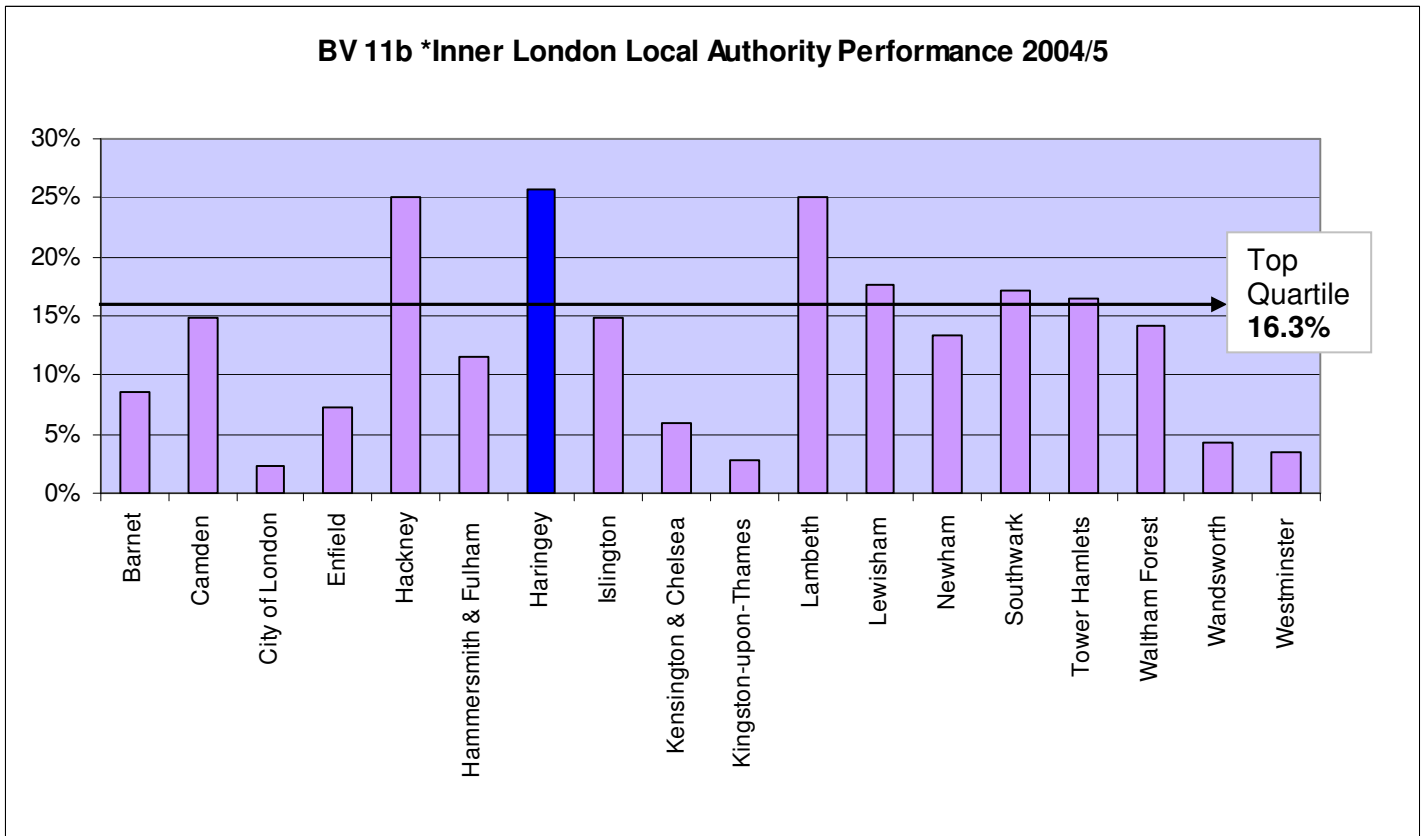
# Section One – Workforce Statistics

## Headcount & Ethnic Breakdown (Continued)

Haringey is currently the best performing local authority for its representation of B & M E staff in the top 5% of earners (BVPI 11b 2004/5). The table and chart displays the performance over the last 3 years.

<b>BVPI 11b - % B &amp; M E Staff in Top 5% of Earners</b>					
	2003/4	Change %	2004/5	Change %	2005/6
BVPI 11B	22.9	12.2	25.7	-17.9	21.1

Though the figure was lower this year, based on current standings the Council would still remain in the top quartile of local authorities.



\* = Members of the North London Strategic Alliance are also included: Barnet, Enfield & Waltham Forest

# Section One – Workforce Statistics

## Full Time / Part Time Distribution

This section shows the distribution of employees who are considered to be full-time (employees working the full standard week – 36 hours) and part-time (employees who work less than 36 hours).

Full Time & Part Time Employees by Directorate & Gender (Percentages against total number of staff in directorate)							
Directorate	Gender	Full-Time		Part-Time		All Employees	
		Total	%	Total	%	Total	%
AC	Male	127	24.9	42	8.2	169	33.1
	Female	177	34.6	165	32.3	342	66.9
	Total	304	59.5	207	40.5	511	100
CH	Male	26	29.9	0	0	26	29.9
	Female	51	58.6	10	11.5	61	70.1
	Total	77	88.5	10	11.5	87	100
CH-SC	Male	62	28.1	2	0.9	64	29
	Female	126	57	31	14	157	71
	Total	188	85.1	33	14.9	221	100
EN	Male	52	34	5	3.3	57	37.3
	Female	84	54.9	12	7.8	96	62.7
	Total	136	88.9	17	11.1	153	100
FI	Male	175	12.4	89	6.3	264	18.7
	Female	530	37.6	616	43.7	1146	81.3
	Total	705	50	705	50	1410	100
HO	Male	121	5.6	166	7.6	287	13.2
	Female	234	10.8	1650	76	1884	86.8
	Total	355	16.4	1816	83.6	2171	100
LE	Male	352	56.4	36	5.8	388	62.2
	Female	188	30.1	48	7.7	236	37.8
	Total	540	86.5	84	13.5	624	100
OD	Male	166	31	57	10.7	223	41.7
	Female	185	34.6	127	23.7	312	58.3
	Total	351	65.6	184	34.4	535	100
SS	Male	542	63.4	6	0.7	548	64.1
	Female	268	31.3	39	4.6	307	35.9
	Total	810	94.7	45	5.3	855	100
ST	Male	170	17.2	41	4.1	211	21.3
	Female	433	43.8	345	34.9	778	78.7
	Total	603	61	386	39	989	100
HGY COUNCIL	Male	1793	23.7	444	5.9	2237	29.6
	Female	2276	30.1	3043	40.3	5319	70.4
	Total	4069	53.9	3487	46.1	7556	100

- **46.1%** of the workforce are considered to be part-time
- **70.4%** of the workforce are women



# Section One – Workforce Statistics

## Age Analysis

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.

<b>Age Analysis by Directorate</b> (Percentages against total number of staff in directorate. All Employees against total)													
Directorate	16-24		25-39		40-49		50-64		65+		Total		Avge. Age
	Total	%	Total	%	Total	%	Total	%	Total	%	Total	%	
AC	45	8.8	223	43.6	144	28.2	99	19.4	0	0	511	6.8	39
CH	42	3	400	28.4	509	36.1	459	32.6	0	0	1410	18.7	44
CH-SC	125	5.8	688	31.7	789	36.3	542	25	27	1.2	2171	28.7	43
EN	41	6.6	234	37.5	195	31.3	145	23.2	9	1.4	624	8.3	41
FI	22	4.1	189	35.3	174	32.5	143	26.7	7	1.3	535	7.1	42
HO	42	4.9	237	27.7	333	38.9	241	28.2	2	0.2	855	11.3	43
LE	3	3.4	36	41.4	30	34.5	18	20.7	0	0	87	1.2	41
OD	15	6.8	84	38	84	38	38	17.2	0	0	221	2.9	40
SS	25	2.5	265	26.8	359	36.3	337	34.1	3	0.3	989	13.1	45
ST	12	7.8	68	44.4	48	31.4	24	15.7	1	0.7	153	2	38
HGY Council	372	4.9	2424	32.1	2665	35.3	2046	27.1	49	0.6	7556	100	43

- The average age of a Haringey Council employee is **43**

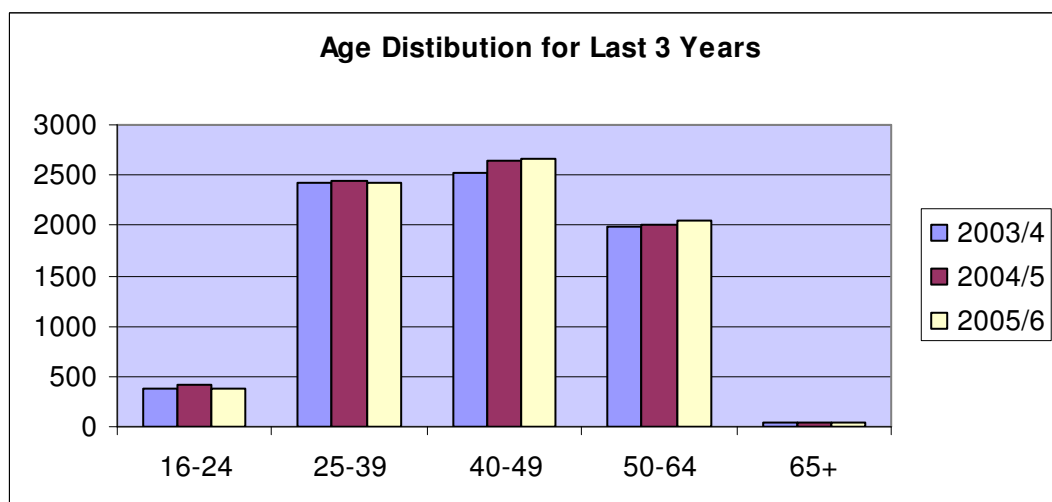
<b>Age Analysis by Salary Bands</b> (Percentages against total number of staff in Salary Band. All Employees against total)													
Salary Bands	16-24		25-39		40-49		50-64		65+		All Employees		
	Total	%	Total	%	Total	%	Total	%	Total	%	Total	%	
MAN & CFT	69	3.3	521	24.7	732	34.8	753	35.8	31	1.5	2106	27.9	
SC1-SC5	219	10.5	719	34.5	683	32.8	452	21.7	12	0.6	2085	27.6	
SC6-SO2	72	4.2	686	39.8	594	34.4	369	21.4	4	0.2	1725	22.8	
PO1-PO3	12	1.6	272	35.6	284	37.2	194	25.4	1	0.1	763	10.1	
PO4-PO7	0	0	185	27.8	278	41.7	202	30.3	1	0.2	666	8.8	
PO8+	0	0	41	19.4	94	44.5	76	36	0	0	211	2.8	
Totals	372	4.9	2424	32.1	2665	35.3	2046	27.1	49	0.6	7556	100	

# Section One – Workforce Statistics

## Age Analysis (Continued)

As shown in the table and chart below, Haringey Council now employs a slightly older workforce than in 2003/4. Between 2004/5 and 2005/6, the number of staff aged within the 16-39 age range decreased by **62**, with the number of staff aged over 50 increasing by **41**.

Age Profile Over Last 3 Years					
Age Band	2003/4	Change %	2004/5	Change %	2005/6
16-24	382	9.7	419	-11.2	372
25-39	2420	0.8	2439	-0.6	2424
40-49	2533	4.3	2642	0.9	2665
50-64	1979	1.6	2010	1.8	2046
65 +	42	4.8	44	11.4	49
Total	7356	2.7	7554	0	7556
Below 50	5335	3.1	5500	-0.7	5461
Above 50	2021	1.6	2054	2	2095



# Section One – Workforce Statistics

## Disability Analysis

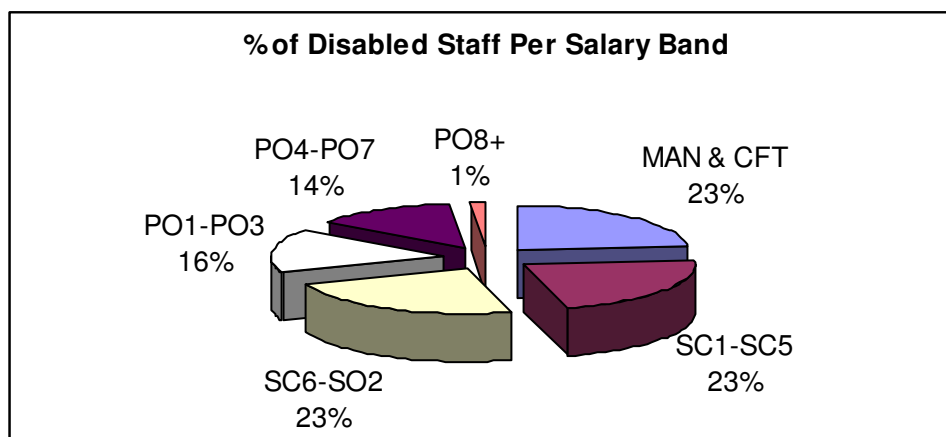
This section gives a snapshot of the number of employees who have declared that they have a disability.

The table below shows the Directorate distribution of employees declaring they have a Disability by Salary Band. The number of staff has risen to **2.1%** of the workforce, from **1.9%** last year.

The Audit Commission has introduced a new best value performance indicator, BVPI 11c – % of Top 5% of earners declaring they have a disability. We achieved **4.1%** for 2005/6 and have a target of **4.9%** for 2006/7.

<b>Disabled Employees by Directorate &amp; Salary Bands</b> (Percentages against total number of disabled staff)											
*Salary Bands	AC	CH	CH-SC	EN	FI	HO	LE	OD	SS	ST	HGY COUNCIL
MAN & CFT	0	0	0	0	2	8	8	1	12	5	36
SC1-SC5	5	1	1	0	3	5	5	7	4	4	35
SC6-SO2	8	1	3	0	7	1	3	4	3	6	36
PO1-PO3	2	0	4	0	3	1	5	1	4	5	25
PO4-PO7	1	1	2	1	7	0	2	1	4	2	21
PO8+	0	0	0	1	0	0	0	0	0	1	2
Totals	16	3	10	2	22	15	23	14	27	23	155
Totals %	10.3	1.9	6.5	1.3	14.2	9.7	14.8	9	17.4	14.8	100
<b>% of Haringey Council Workforce (7556)</b>											<b>+ 2.1</b>

\* = This figure is different from the 3.8% published in relation to BVPI 16a 2005/6, which is based on those staff who have a 'Yes' or 'No' held against their record on SAP.



## Section Two – Employee Turnover

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### Summary

#### **Employee Turnover**

The Council's turnover rate stood at 15% for the last year. This is broadly in line with turnover levels in London Boroughs. In 2004/5 the turnover rate in London Boroughs was 15.2%.

The percentage of leavers within the 16-24 age group was 8.7% last year, which is a higher than the percentage of staff in the council in this age range of 4.9%. This points toward a net balance loss of staff within the 16-24 age range. For all other age groups the percentage of staff leaving were less than the percentage of staff within the age band.

44.4% of leavers were in the Black & Minority Ethnic groups. This compares favourably with the percentage of staff in the B & M E group (45.8%).

Dismissal turnover rates of staff at 0.6% are lower in Haringey compared with London borough averages of 0.8%.

We have successfully reduced the number of ill health retirements over last 2 years by more than 80%, down to 0.13% due to improved redeployment and absence management arrangements set up within the Council.

The council has a number of retention and retention initiatives to keep turnover rates at healthy levels.

Haringey provides a good employment package with competitive rates of pay and other non-financial benefits such as a flexible working scheme publicised in 2005 which promotes work-life balance.

The Council was awarded IIP accreditation in 2005 showing a commitment to training and development.

The Council has a number of schemes to improve the intake of staff into specific areas of work. We have a graduate programme that is into it's 5<sup>th</sup> year. Each year the Council recruits 9 graduates.

We have a New Start scheme that encourages apprentices and entry level administrative staff aged 18-24 into employment. We appoint between 10-20 staff each year under this scheme. Many of these young people have successfully applied for permanent jobs at the end of the scheme.

We have a programme called Pathways into Social Care and Teaching that was setup with conjunction with College of North East London, the Strategic Health Authority and a number of London boroughs. This has resulted in the recruitment of 23 Teaching Assistants and 20 trainees in Social Care. It is hoped both these groups will go on to get permanent work in teaching and social work.

We also take on between 10-15 social work trainees each year studying for B.A.'s and M.A.'s in social work. This successful programme is run jointly with Middlesex University.

In 2005 the Council was awarded the two ticks symbol for disability showing that Haringey positively encourages applications from those with a disability.

A pay and conditions package will be negotiated with trade unions during 2006 to comply with the national pay agreement for Local Government Service workers and address equal value considerations.

Staff benefit providers are being contacted to establish what kind of external benefits they can promote. The aim is to launch the staff benefits scheme with a dedicated internet site that staff can access to promote discount schemes for staff. Consideration is also being given to implementing a childcare voucher scheme through salary sacrifice.

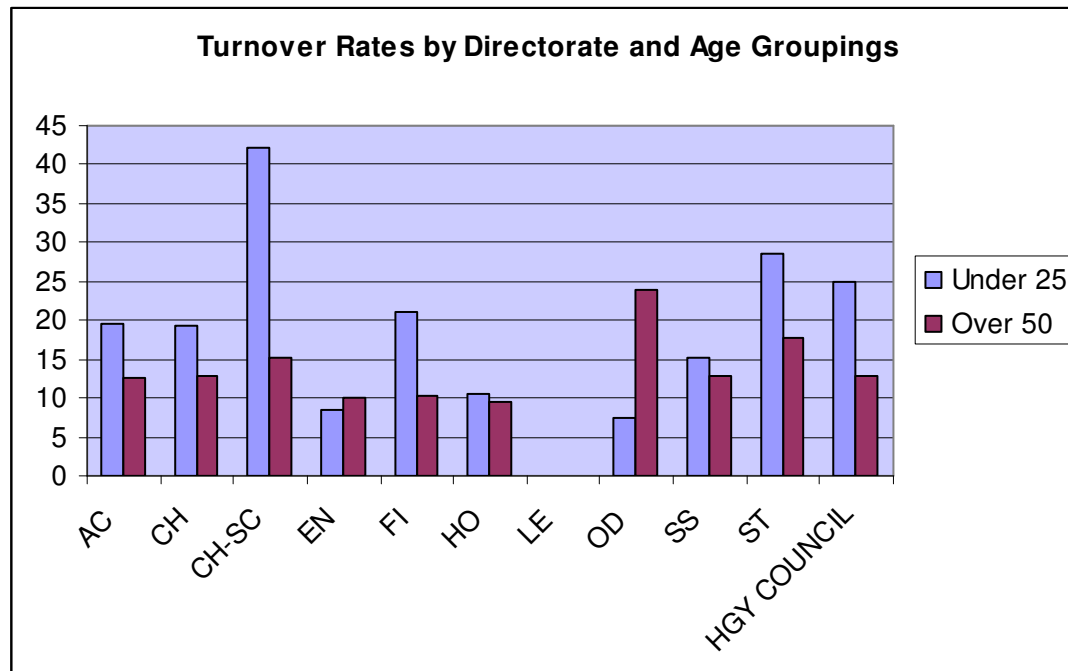
## Section Two – Employee Turnover

### Turnover & Leavers

This section looks at Turnover rates by Directorate, ethnic group and specified age band groupings and Leavers by Ethnicity and Age Bands. The Housing Turnover rate excludes ALMO Leavers.

Turnover Rate % by Directorate, Ethnic Group and Age Bands					
Directorate	Overall	White	B & M E	Under Age 25	Over Age 50
AC	10.5	9.5	10.2	19.4	12.7
CH	16.6	16.3	16.8	19.4	12.7
CH-SC	21.2	21.1	21.2	42.1	15.3
EN	11.7	11.2	11.8	8.6	10
FI	10.2	8.5	11.3	21.1	10.3
HO	7.7	6.6	7.1	10.5	9.5
LE	9.2	7.6	6.9	0	0
OD	14.7	6.8	16.3	7.4	24
SS	12.1	11.8	12.3	15.1	12.8
ST	16.5	18.9	9.9	28.6	17.8
HGY COUNCIL	15	14.6	14.5	25	12.9

The formula used to calculate the overall Turnover Rate is  
*'No. of Leavers in year' / Average number of Employees in Same Period \* 100*



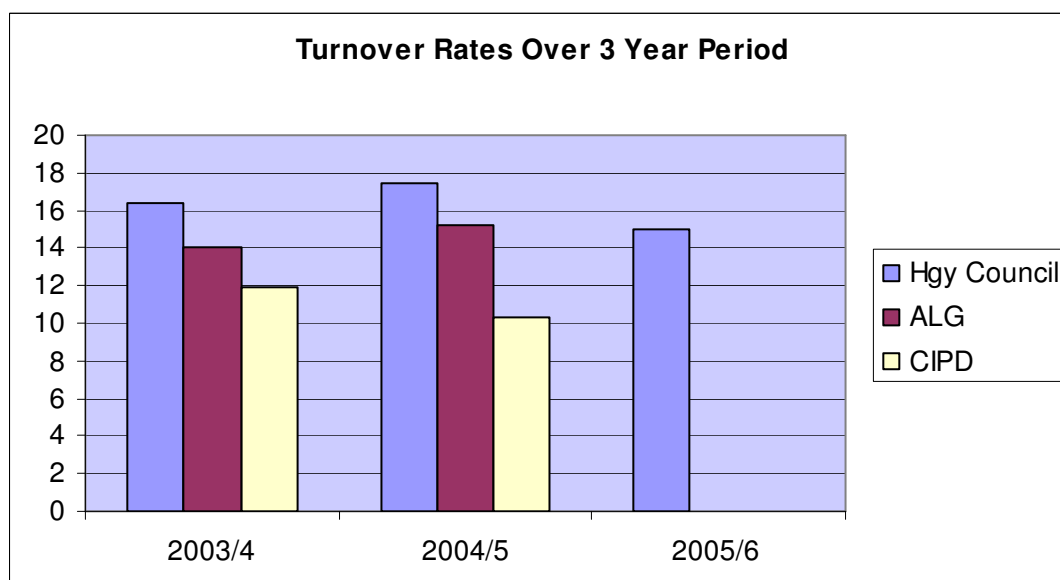
- Haringey Council's turnover rate for this period was **15%**
- Childrens Services Schools have the highest turnover rate of **21.2%**
- Haringey has an almost identical turnover rate for both White and B & M E staff
- The organisation has a higher turnover rate of staff under 25 then it does for staff over 50 and this is a prominent trend in the majority of Directorates

## Section Two – Employee Turnover

### Turnover & Leavers (Continued)

The table below illustrates Haringey's Turnover rate for the last 3 years and comparable data from the ALG (*Association of London Government*) and CIPD (*Chartered Institute of Personnel Development*).

Turnover Rates Over 3 Year Period			
Turnover Rate	2003/4	2004/5	2005/6
Haringey Council	16.4	17.4	15
ALG <i>Employee Turnover Survey 04/05</i>	14	15.2	0
CIPD <i>Recruitment, Retention and Turnover Survey 2005</i>	11.9	10.3	0



- Haringey's Turnover rate has decreased compared with previous years and appears to be slightly higher in comparison with the ALG and CIPD

"There is no set level of employee turnover above which effects on the employing organisation become damaging. Everything depends on the type of labour markets in which you compete. Where it is relatively easy to find and train new employees quickly and at relatively little cost (i.e. where the labour market is loose), it is possible to sustain high quality levels of service provision despite having a high turnover rate. By contrast, where skills are relatively scarce, where recruitment is costly or where it takes several weeks to fill a vacancy, turnover is likely to be problematic from a management point of view".

*(CIPD, Employee turnover and retention fact sheet, August 2005)*

In the future we will be able to report on turnover rates not only by Directorate and leaving reasons but also by Job Families, focusing and providing analysis on key occupational groups with current recruitment and retention difficulties e.g. Social Workers, Environmental Health, and Planning etc.

## Section Two – Employee Turnover

### Turnover & Leavers (Continued)

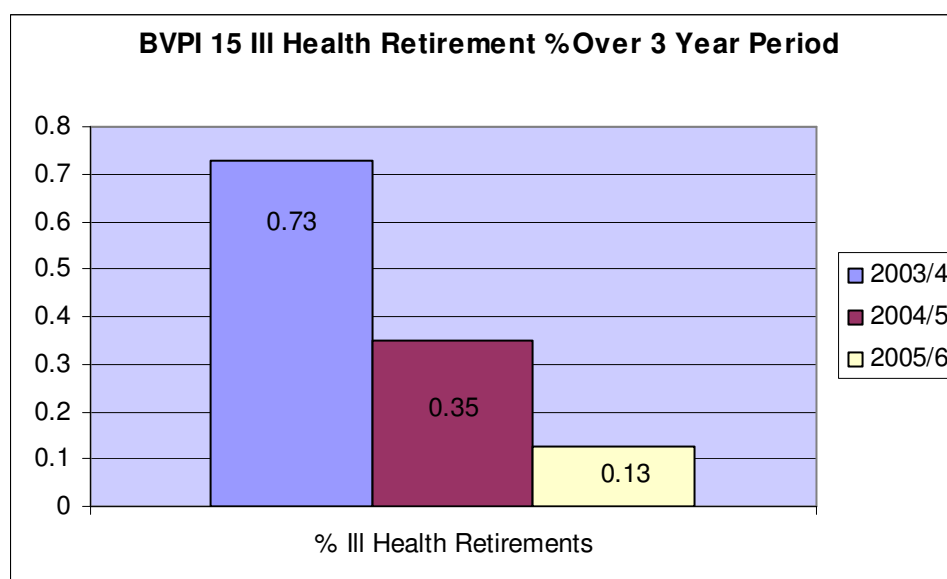
Haringey's Turnover rates by leaving reason are in line with ALG findings.

Turnover Rates by Leaving Reasons			
Reason	HGY 2005/6	ALG 2004/5	CIPD 2004/5
Voluntary Resignation	8.8	9.1	7.9
*TUPE Transfers	0.9	0.8	
†Retirements	1.4	1.3	
Dismissal	0.6	0.8	
Redundancies	0.1	0.7	
Other/Not Known	3.2	2.4	
Total Turnover	15	15.2	10.3

\* = If staff made leavers due to the ALMO were included in this data then the turnover rate based on TUPE Transfers would have been **9%**. This percentage would be significantly high compared to ALG findings and would have affected Haringey's overall turnover rate increasing it from **15%** to **23.1%**

† = **0.13%** of these retirements were due to Ill Health. Haringey had a target to reduce the number of ill health retirements and we have successfully done so, this is reflective in our BVPI 15 results shown below

BVPI 15 Ill Health Retirement % Over 3 Year Period				
BVPI 15	2003/4	2004/5	2005/6	Target 2005/6
% of Ill Health Retirements	0.73	0.35	0.13	0.30



Ill Health retirements have significantly reduced as a result of improved redeployment and absence management arrangements set up within the Council.

## Section Two – Employee Turnover

### Turnover & Leavers (Continued)

In this period there were a total of **1124** Leavers (excluding staff made leavers due to the ALMO).

Please note that the Leavers identified in the table below have left Haringey Council and this data does not take into account any internal movement of Leavers between Directorates.

Leavers by Directorate & Ethnicity								
Directorate	White		B & M E		Not Declared		Totals	
	Total	%	Total	%	Total	%	Total	%
AC	23	42.6	25	46.3	6	11.1	54	4.8
CH	94	39.2	132	55	14	5.8	240	21.4
CH-SC	262	57	165	35.9	33	7.2	460	40.9
EN	39	55.7	27	38.6	4	5.7	70	6.2
FI	16	30.8	35	67.3	1	1.9	52	4.6
HO	26	43.3	25	41.7	9	15	60	5.3
LE	3	42.9	2	28.6	2	28.6	7	0.6
OD	9	29	12	38.7	10	32.3	31	2.8
SS	49	38.6	70	55.1	8	6.3	127	11.3
ST	12	52.2	6	26.1	5	21.7	23	2
HGY COUNCIL	533	47.4	499	44.4	92	8.2	1124	100

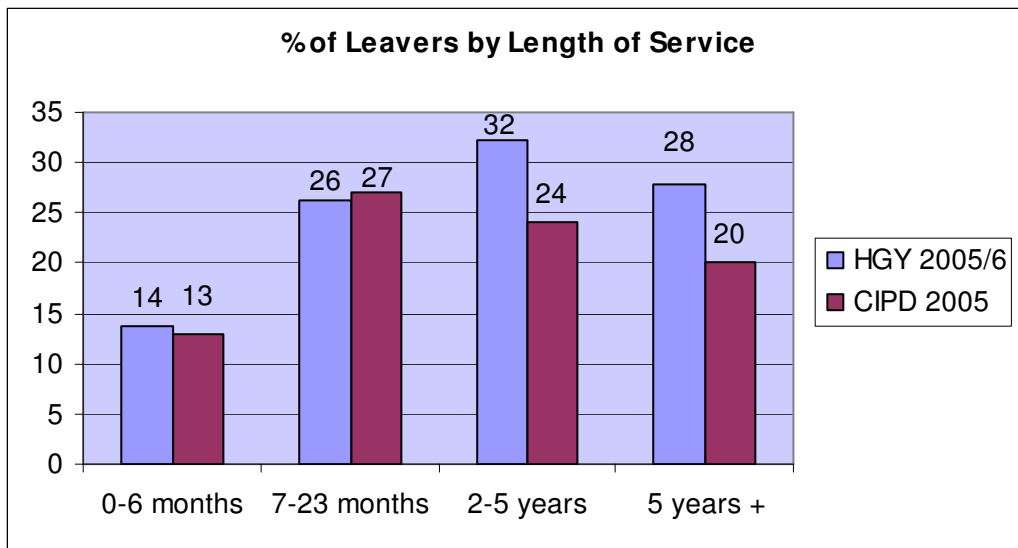
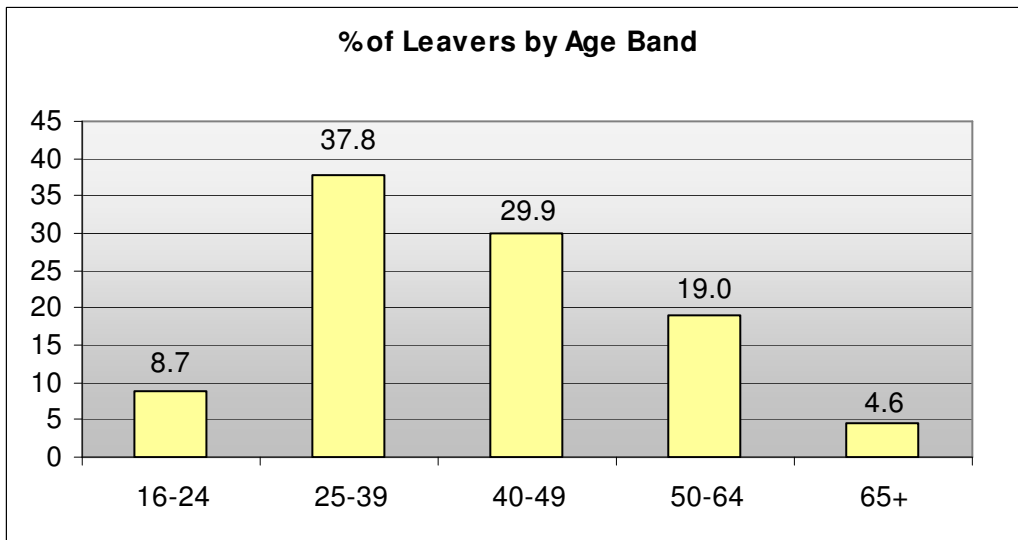
Leavers by Directorate & Age Band												
Directorate	16-24		25-39		40-49		50-64		65+		Totals	
	Total	%	Total	%	Total	%	Total	%	Total	%	Total	%
AC	10	18.5	20	37	12	22.2	10	18.5	2	3.7	54	4.8
CH	9	3.8	93	38.8	80	33.3	49	20.4	9	3.8	240	21.4
CH-SC	57	12.4	173	37.6	144	31.3	72	15.7	14	3	460	40.9
EN	3	4.3	31	44.3	21	30	11	15.7	4	5.7	70	6.2
FI	6	11.5	23	44.2	8	15.4	10	19.2	5	9.6	52	4.6
HO	4	6.7	16	26.7	19	31.7	15	25	6	10	60	5.3
LE	0	0	3	42.9	4	57.1	0	0	0	0	7	0.6
OD	1	3.2	15	48.4	6	19.4	9	29	0	0	31	2.8
SS	4	3.1	45	35.4	33	26	33	26	12	9.4	127	11.3
ST	4	17.4	6	26.1	9	39.1	4	17.4	0	0	23	2
HGY COUNCIL	98	8.7	425	37.8	336	29.9	213	19	52	4.6	1124	100

- **47.4%** of Leavers were in the White ethnic group
- **37.8%** of Haringey Leavers within the last year fell within 25-39 age band



# Section Two – Employee Turnover

## Turnover & Leavers (Continued)



<b>Vacancy Rate by Directorate</b>				
Directorate	Total Posts	No. Filled	No. Vacant	*% Vacant
AC	697	511	186	26.7
CH	2078	1516	562	27.0
CH-SC	4535	3705	830	18.3
EN	812	624	188	23.2
FI	690	535	155	22.5
HO	1061	855	206	19.4
LE	115	87	28	24.3
OD	275	222	53	19.3
SS	1292	988	304	23.5
ST	215	153	62	28.8
HGY COUNCIL	11770	9196	2574	21.9

\* = The vacancy rate is based against all SAP positions, excluding ones marked as casual. Positions filled with an agency member of staff has been counted as vacant.

## Section Two – Employee Turnover

### Starters

This section looks at the number of Starters by Directorate, Ethnicity and Age Band. In this period there were a total of **1159** Starters with **33.7%** of Starters being within Children Schools.

Please note that the Starters identified in the table below are new to Haringey Council and this data does not take into account any internal movement of Starters between Directorates.

Starters by Directorate & Ethnicity								
Directorate	White		B & M E		Not Declared		Totals	
	Total	%	Total	%	Total	%	Total	%
AC	20	43.5	21	45.7	5	10.9	46	4
CH	41	27.2	55	36.4	55	36.4	151	13
CH-SC	226	57.8	159	40.7	6	1.5	391	33.7
EN	51	44	42	36.2	23	19.8	116	10
FI	19	22.4	59	69.4	7	8.2	85	7.3
HO	21	30	27	38.6	22	31.4	70	6
LE	6	20.7	18	62.1	5	17.2	29	2.5
OD	21	42.9	15	30.6	13	26.5	49	4.2
SS	44	24.3	102	56.4	35	19.3	181	15.6
ST	21	51.2	14	34.1	6	14.6	41	3.5
HGY COUNCIL	470	40.6	512	44.2	177	15.3	1159	100

Starters by Directorate & Age Band												
Directorate	16-24		25-39		40-49		50-64		65+		Totals	
	Total	%	Total	%	Total	%	Total	%	Total	%	Total	%
AC	13	28.3	20	43.5	8	17.4	5	10.9	0	0	46	4
CH	11	7.3	83	55	41	27.2	16	10.6	0	0	151	13
CH-SC	62	15.9	192	49.1	105	26.9	32	8.2	0	0	391	33.7
EN	23	19.8	69	59.5	13	11.2	11	9.5	0	0	116	10
FI	13	15.3	45	52.9	19	22.4	8	9.4	0	0	85	7.3
HO	18	25.7	27	38.6	19	27.1	6	8.6	0	0	70	6
LE	2	6.9	17	58.6	9	31	1	3.4	0	0	29	2.5
OD	7	14.3	27	55.1	9	18.4	6	12.2	0	0	49	4.2
SS	16	8.8	80	44.2	62	34.3	23	12.7	0	0	181	15.6
ST	6	14.6	25	61	6	14.6	4	9.8	0	0	41	3.5
HGY COUNCIL	171	14.8	585	50.5	291	25.1	112	9.7	0	0	1159	100

- **44.2%** of Haringey Starters were in the B & M E Group
- **50.5%** of Haringey Starters recruited within the last year fell within 25-39 Age Band

## Section Three – Sickness Absence Management

### Summary

#### **Sickness Absence**

The Sickness Absence Target set by the Council and reported to the Audit Commission is **8.80** days per person. The aim is to get the council into the top quartile of London boroughs.

Comparison with other London boroughs is based on March 2005 statistics. In March 2005 Haringey's sickness absence rate was 9.5 days which compared with other London boroughs puts us into the bottom quartile of performance.

At present the absence rate at end of March 2006 was 10.4 days.

Long-term absence accounts for 50% of overall sickness.

HR is focussing on improving absence management and has worked to reduce outstanding long-term cases by 33%. It should be noted however, that this reduction will not improve the statistics for several months because absence levels are based on the last twelve months performance.

We have worked hard to improve sickness absence input over the last year and this improved by 23% over the last year.

Obviously, considerable work is required to get Haringey into the top quartile of absence performance. As part of our strategy to reduce sickness absence levels the following activities have been introduced to improve absence.

As part of our strategy to reduce sickness absence levels the following activities have been designed to enable better attendance:

- Occupational Health Services have been reviewed. We have a different clinical team, new business processes, and better records. As a result the turnaround time for a medical referral has reduced by more than **25%**, the quality of doctor advice has improved, and the rate of ill-health retirement has reduced dramatically.
- The Council's smoking policy has been reviewed in consultation with our trade unions and was presented to General Purposes Committee on 2<sup>nd</sup> March 2006. Smoking cessation sessions are being run with the Primary Care Trust for our staff. At present 55 staff are accessing this support. We will continue to run smoking cessation support.
- A health programme called Health For Life is offered in partnership with the College for North East London. Two versions of the programme are available. Level 1 aims to develop understanding and use of physical exercise and an awareness of diet. Level two focuses on nutrition. 70 staff successfully completed level one last year. 150 staff are currently enrolled on to this year's course. We will re-run the programme periodically.
- A staff health fair was held on 8<sup>th</sup> March 2006 to promote the importance of diet, exercise, safe working, and general wellbeing. More than 500 staff attended. The event was held on No Smoking Day and also promoted the Council's improved leisure facilities.
- The Council has a flexible working framework that enables you to consider how best to deploy staff to achieve your service objectives. The Personnel Managers can advise on the application of flexible working.

## Section Three – Sickness Absence Management

### Sickness Absence Data

This section looks at Sickness Absence data, including BVPI 12 performance, absence recording and sickness data analysis. Because of comparison with BVPI 12 in this section, all data excludes temporary staff who have been working less than 1 year.

The following table shows BVPI 12 performance by directorate with a comparison of last year's results.

Average Days Sick per Employee (Rolling Year) by Directorate						
Directorate	2004/5	Jun 05	Sep 05	Dec 05	2005/6	Change % 2004/5 – 2005/6
AC	11.3	10.6	9.1	9.8	10.1	-10.7
CH	8.4	8	11.2	11.2	12.7	51.7
CH-SC	4.6	4.6	6.4	6.4	7.6	65.9
EN	12.5	12.7	12.2	11.6	13.8	10
FI	12.2	12.2	11.6	11.3	11.9	-2.7
HO	10.8	10.8	11.1	10.6	10	-7.2
LE	13	12.3	9.5	7	8	-38.9
OD	8.8	7.9	6.2	6	6.5	-25.8
SS	11.5	14.5	14.4	14.4	15.3	33.2
ST	6.8	8.3	6.5	7.6	8.8	28.5
HGY COUNCIL	9.5	8.7	9.4	9.3	10.4	9.1

The Council is committed to achieving top quartile performance and therefore aim to achieve an average of **8** days per person. The sickness absence rose by **8.8%** due to a clarification on the formula used to determine sickness absence, as set by the Audit Commission, and because of improved data collection compared with a year ago, which has resulted in an increase of sickness absence data (*see below*).

% Org Units with Absence Input by Directorate						
Directorate	2004/5	Jun 05	Sep 05	Dec 05	2005/6	Change +/- 2004/5 – 2005/6
AC	79	86	95	97	95	16
CH*	22	54	65	69	82	60
EN	82	97	100	92	98	16
FI	93	86	92	83	96	3
HO	82	77	91	88	84	2
LE	69	25	81	75	75	6
OD	77	81	74	81	83	6
SS	52	80	88	81	80	28
ST	56	59	70	79	91	35
HGY COUNCIL	64	74	84	81	87	23

\* = Sickness Absence recording is not monitored for Children's Services – Schools.

Overall, the sickness absence recording within Haringey Council has improved consistently over the year resulting in a **23%** increase compared with the previous year.

## Section Three – Sickness Absence Management

### Sickness Absence Data (Continued)

This table shows how Haringey Council performed against other Inner London local authorities (members of the North London Strategic Alliance also included: Barnet, Enfield & Waltham Forest).

Inner London Local Authority Performance					
Local Authority	2003/4	Change %	2004/5	Change %	2005/6
Westminster	10.8	-41.5	6.3		
Wandsworth	7.8	-10.8	7		
Barnet	8.7	-10.3	7.8		
City of London	8.4	-4.4	8		
Islington	9.1	-10.5	8.1		
Enfield	8.1	3.7	8.4		
Hackney	10.4	-16.5	8.7		
Lambeth	9.5	-5.3	9		
Southwark	9.4	-2.4	9.2		
Hammersmith & Fulham	9.2	3.4	9.5		
<b>Haringey</b>	<b>8.8</b>	<b>8.3</b>	<b>9.5</b>	<b>9.1</b>	<b>10.4</b>
Kensington & Chelsea	8.8	9.1	9.6		
Camden	10.6	1.9	10.8		
Tower Hamlets	11.7	-7.7	10.8		
Lewisham	10	-9.2	11.1		
Newham	12.2	11.1	11.1		
Waltham Forest	10.2	12.5	11.5		
<i>1st Quartile</i>	<i>8.4</i>		<i>8</i>		
<i>Median</i>	<i>9.2</i>		<i>9</i>		
<i>3rd Quartile</i>	<i>10.1</i>		<i>9.5</i>		
<i>Average</i>	<i>9.5</i>		<i>9.1</i>		

# Section Three – Sickness Absence Management

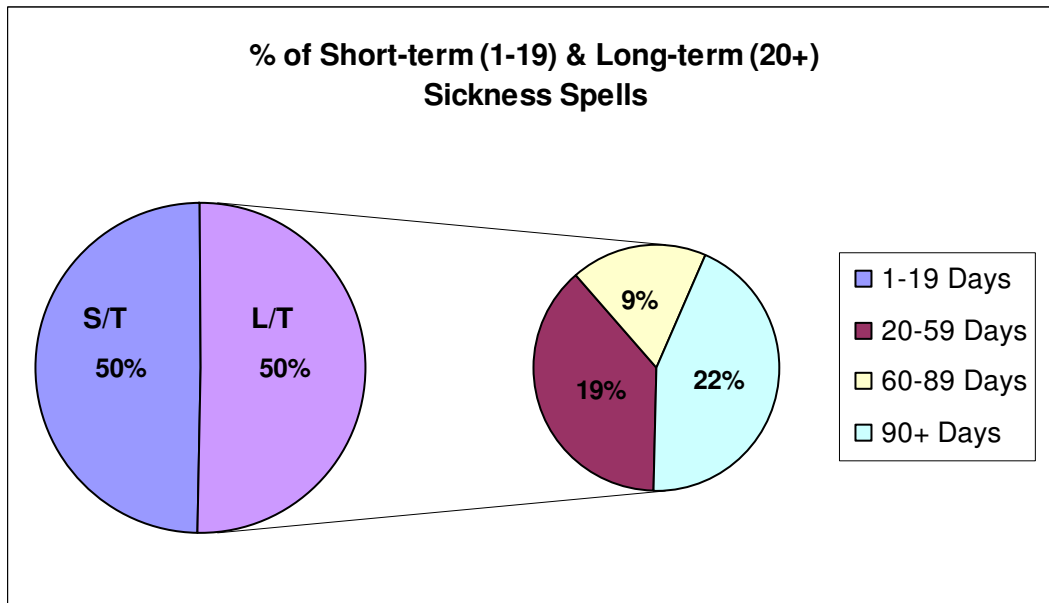
## Sickness Absence Data (Continued)

### Sickness Spells

The following table shows the % of sickness spells taken for all council staff. **36%** of staff had no sickness at all.

% Spells of Sickness of All Staff by Directorate						
Directorate	0	1-2	3-4	5-6	7-8	9+
AC	29	39	20	7	3	1
CH	32	41	17	6	2	1
CH-SC	37	35	17	7	3	2
EN	41	39	14	4	2	0
FI	34	43	17	4	1	1
HO	42	39	12	5	1	1
LE	26	38	22	9	2	2
OD	37	43	13	5	1	0
SS	33	42	19	6	1	0
ST	29	43	19	6	4	0
HGY COUNCIL	36	38	17	6	2	1

### Short-term/long-term distribution

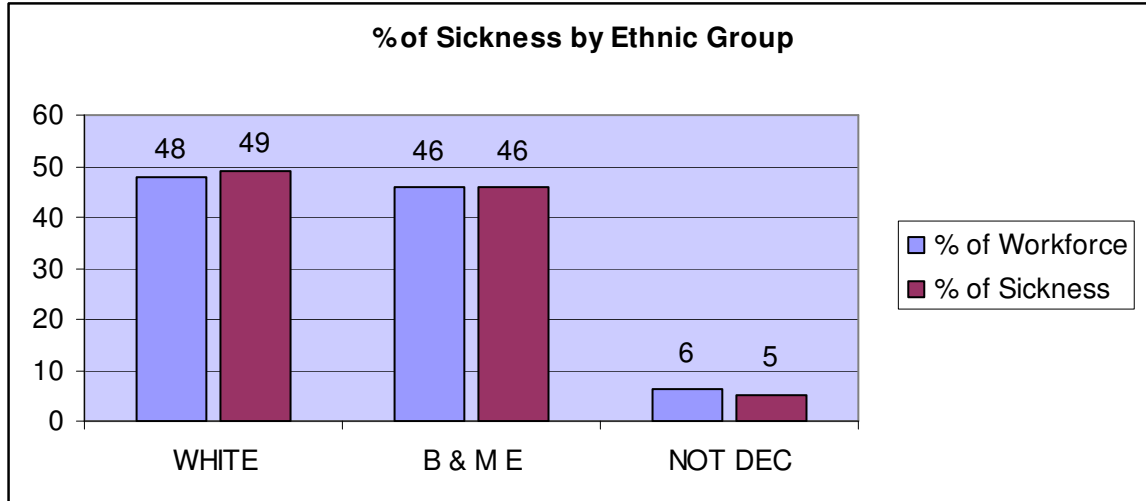


Long-term absence (single spell of 20 days or more) contributes to **50%** of overall sickness. In response, a dedicated HR team has been established to focus on assisting with absence management. The team is currently focussed on long-term sickness absence with a view to unblocking the progress of cases that appear to be unduly delayed. Since the team began they have worked to reduce the outstanding long-term cases by **33%**.

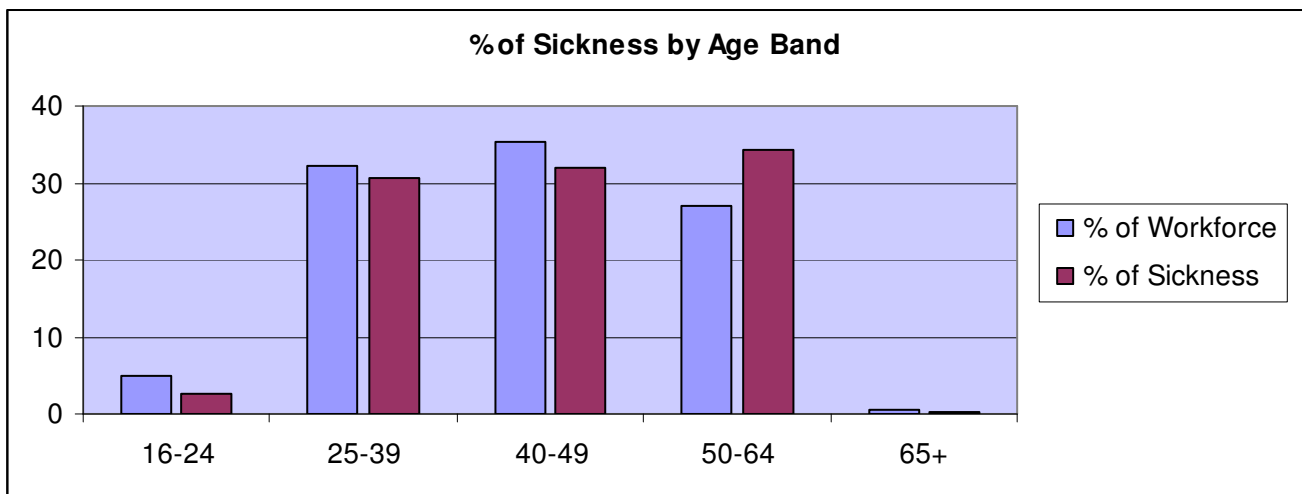
# Section Three – Sickness Absence Management

## Sickness Absence Data (Continued)

The % of the workforce made up by ethnic groups is also reflected by the % of sickness taken.



As shown in the table below, the % of sickness taken at each age band is slightly lower than the % of the workforce for each age band, with the exception of range '50-64', which has a larger gap between the % of workforce, **27%**, with **34%** of the sickness.



<b>% Sickness by Age Band</b> (Percentages by Columns)				
Age Band	% Workforce	% Sickness	% Short-Term	% Long-Term
16-24	4.9	2.7	4.4	1.1
25-39	32.1	30.6	37.2	24
40-49	35.3	32.1	33.5	30.7
50-64	27.1	34.3	24.4	44
65 +	0.6	0.4	0.6	0.2



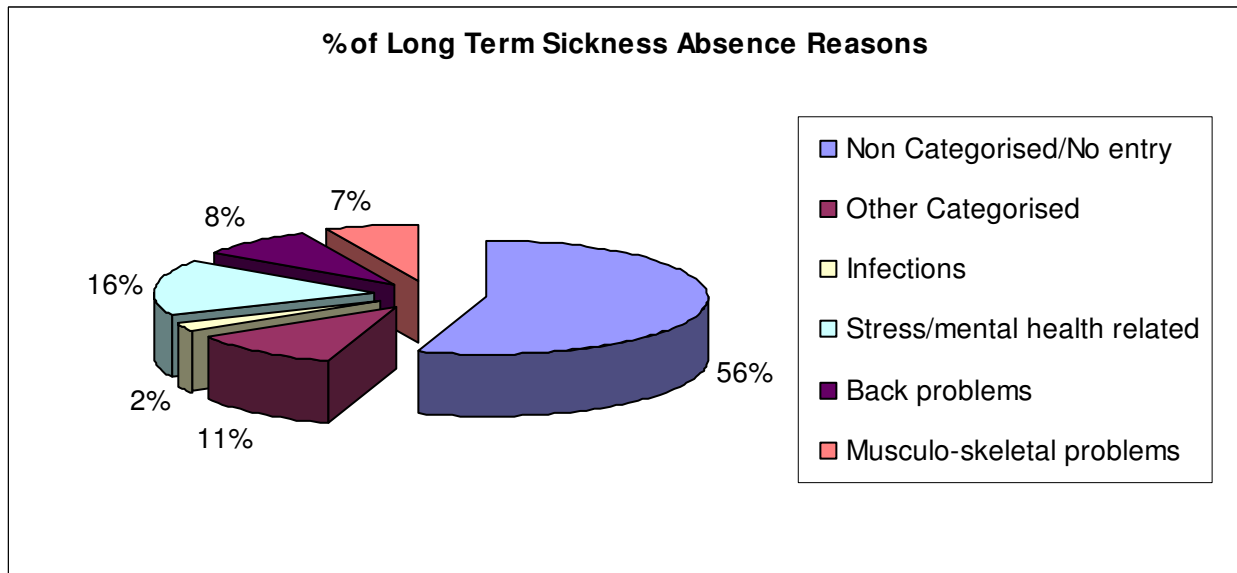
# Section Three – Sickness Absence Management

## Sickness Absence Data (Continued)

### Sickness Absence Reasons

Sickness Absence Reasons			
Reason	Short-term (1-19 Days)	Long- term (20+ Days)	Total
Non Categorised/No entry	36%	55%	46%
Other Categorised	24%	11%	18%
Infections	25%	2%	13%
Stress/mental health related	5%	16%	10%
Back problems	5%	9%	7%
Musculo-skeletal problems	4%	7%	6%
Total	100%	100%	100%

- **46%** of sickness was recorded as 'Other' or had no entry recorded.
- Infections (flu, cold, etc) was the main cause for sickness absence overall with **13%**.
- Stress was the highest categorised cause of long term sickness absence at **16%**.



## Section Four – Formal Procedures

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### Summary

#### **Disciplinary Procedures**

There were 124 disciplinary cases handled over the last year.

It is important to note that staff who are subject to disciplinary cases account for only 2.3% of the workforce.

The highest cause for disciplinary action was behaviour e.g. attitude, swearing, etc at 17.7%.

Men account for approx. 60% of disciplinary cases.

Black and minority ethnic staff account for approx. 60% of cases.

73% of suspension cases are heard within 120 days. 32% are heard within 60 days. On average it takes 90 days to hear a suspension case.

Personnel have only recently been able to generate useful management information on the length of suspension cases. Now that we can start to monitor this regularly management action will be started to ensure that the length of suspensions come down, including changes to management guidance on the operation of the disciplinary procedure by giving timescales for investigation and length of suspension.

#### **Employment Tribunals**

Of 24 Employment Tribunal cases finished during the year the Council lost only one case. The Council won 13 cases including those withdrawn. The remaining 10 cases were settled. This is a good performance overall.

## Section Four – Formal Procedures

### Disciplinary Cases

The Council's Disciplinary Procedure is considered as a tool to assist in good management and not solely as a means of imposing sanctions or setting out procedures leading to dismissal.

The procedure aims to:

- Allow managers to address issues of unsatisfactory conduct and seek improvements in behaviour
- Ensure that employees covered by the procedure are treated fairly and consistently
- Ensure that proper and adequate procedures are observed before any disciplinary decisions are taken
- Help and encourage all employees to achieve and maintain standards of conduct, attendance and job performance
- Maintain discipline essential to the delivery of high quality services
- Protect the health, safety and well being of staff, service users and members of the public
- Safeguard the integrity and good reputation of the Council  
(Disciplinary Procedure July 2005)

This section looks at the number of formal actions taken against employees under the disciplinary procedure based on data retrieved from SAP.

Disciplinary Cases by Directorate				
Directorate	Cases Open	Cases Closed	Total	% <sup>+</sup>
AC	2	14	16	3.1
*CH	4	15	19	1.3
EN	9	10	19	3
FI	1	3	4	0.7
HO	6	27	33	3.9
LE	0	0	0	0
OD	0	1	1	0.5
SS	6	23	29	2.9
ST	1	2	3	2
HGY COUNCIL	29	95	124	2.3

\* = Children's Services - Schools do not enter Formal Procedures data into SAP

<sup>+</sup> = % of all staff in Directorate

- Housing Services have the highest percentage of disciplinary cases against their workforce at **3.9%**
- **29 cases** remain 'open' at the end of this period. This means that these cases have not yet been concluded
- **48.3%** of the these 'open' cases were actioned in the last quarter (Jan-Mar 06)

## Section Four – Formal Procedures

### Disciplinary Cases (Continued)

The following table looks at the Stages of Disciplinary cases.

Stages of Disciplinary Cases				
Stage	Cases Open	Cases Closed	Total	%
Dis. Invest Suspension	23	50	73	58.9
Dis. Invest not Suspension	3	44	47	37.9
Dis. Appeal	1	1	2	1.6
Dis. ET	2	0	2	1.6
Total	29	95	124	100

- **58.9%** of disciplinary cases led to suspension

This table displays identifies reasons for Disciplinary action against employees.

Reasons for Disciplinary Cases				
Reason	Cases Open	Cases Closed	Total	%
Assault	0	1	1	0.8
Behaviour	4	18	22	17.7
Council Procedures	5	9	14	11.3
Criminal Conviction	1	2	3	2.4
Dishonesty	1	8	9	7.3
False Claims	2	2	4	3.2
Fraud	1	2	3	2.4
Gross Negligence	5	4	9	7.3
H&S Negligence	0	3	3	2.4
Housing Ben Fraud	0	1	1	0.8
Misuse of E-mail	1	6	7	5.6
Misuse of Resources	1	4	5	4
Negligence	2	4	6	4.8
Not Comply Mgt Inst	0	2	2	1.6
Other	2	12	14	11.3
Personal Gain	0	1	1	0.8
Private Work	1	3	4	3.2
Racist Actions	1	1	2	1.6
Sexual Misconduct	0	3	3	2.4
Timekeeping	1	5	6	4.8
Unauthorised Abs	1	4	5	4
Total	29	95	124	100

- The highest cause for disciplinary action was behaviour with **17.7%**

## Section Four – Formal Procedures

### Disciplinary Cases (Continued)

The following table identifies the outcomes of the 95 cases that were concluded.

Disciplinary Cases by Stage and Outcome						
Outcome	Dis. Invest not Suspended	Dis. Invest Suspended	Dis. Appeal	Dis. ET	Total	%
Dis. No Action	4	10	0	0	14	14.7
Dis. Verbal Warning	17	1	0	0	18	18.9
Dis. Written Warning	17	1	1	0	19	20
Dis. Final Writ Warning	3	11	0	0	14	14.7
Dis. Dismissal	0	19	0	0	19	20
Dis. Other	3	8	0	0	11	11.6
Total	44	50	1	0	95	100

- **20%** of cases had an outcome of Dismissal
- **14.7%** of cases resulted in no action

This table looks at the ethnic breakdown and gender split for Disciplinary cases

Disciplinary Cases by Ethnicity and Gender Breakdown							
Ethnic Class	Male		Female		All		Workforce Comparison
	Total	%	Total	%	Total	%	%*
White	28	37.3	11	22.4	39	31.5	1.6
B & M E	45	60	34	69.4	79	63.7	3
Not Declared	2	2.7	4	8.2	6	4.8	1.9
Total	75	60.5	49	39.5	124	100	2.3

\* = % of all staff in ethnic group

- **60.5%** of employees disciplined were Male
- Disciplinary cases only represent **2.3%** of the workforce

## Section Four – Formal Procedures

### Disciplinary Cases (Continued)

Summary of Suspension Cases	
Case Status	Total
No. of Cases Concluded	44
No. of Cases not concluded	23
No. of Cases not heard - Leaver	6
<b>Total</b>	<b>73</b>

Of the 73 suspensions, 44 of these have had a hearing.

The table below looks at the 44 cases heard and identifies the no. of working days taken for each case to be concluded, from the date the employee was suspended, up until the case was heard.

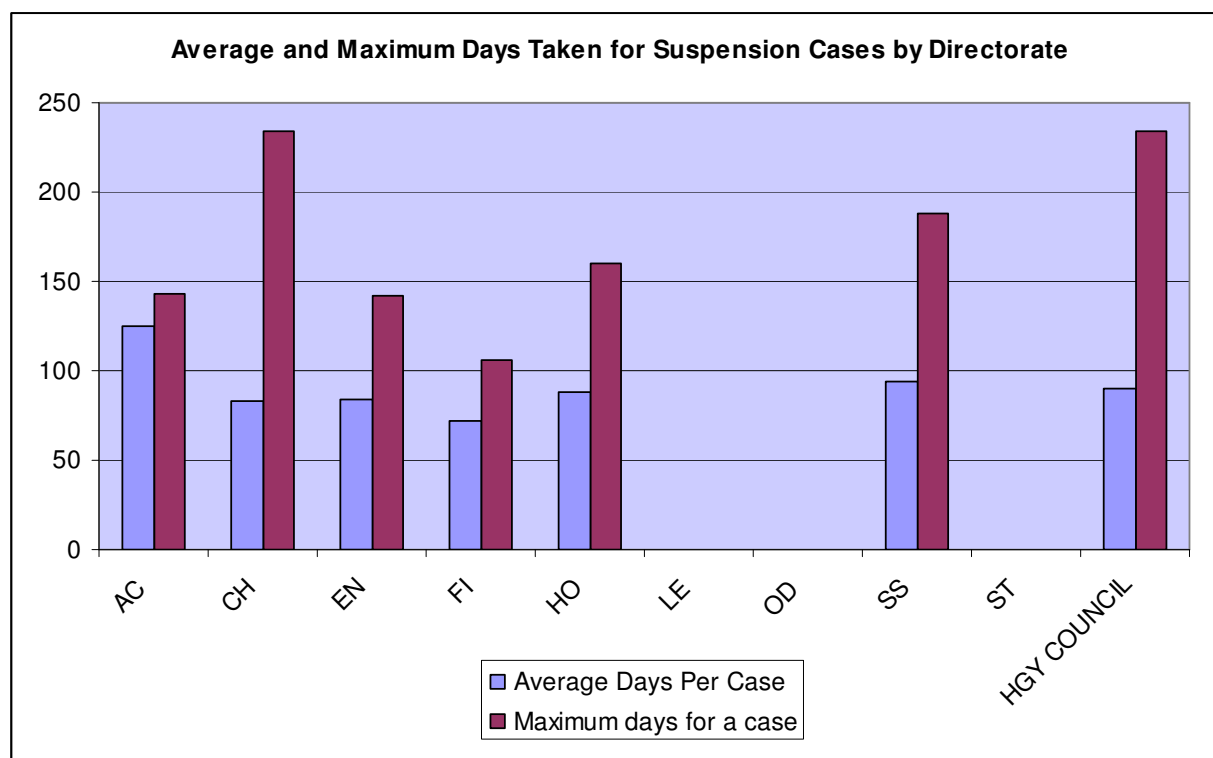
The table also identifies the average number of days taken by Directorate for each case to be heard and the maximum days for one single case to be heard.

Timescales of Suspension Cases Heard								
Directorate	1-60 Days	61-120 Days	121-180 Days	181-240 Days	Total Cases Heard	Total no. of days taken for all cases	Average Days Per Case	Maximum days taken for a case to be heard
AC	0	1	3	0	4	499	125	143
CH	6	2	0	2	10	831	83	234
EN	2	3	1	0	6	503	84	142
FI	1	1	0	0	2	144	72	106
HO	2	7	2	0	11	968	88	160
LE	0	0	0	0	0	0	0	0
OD	0	0	0	0	0	0	0	0
SS	3	4	3	1	11	1035	94	188
ST	0	0	0	0	0	0	0	0
HGY COUNCIL	14	18	9	3	44	3980	90	234

- **72.7%** of suspension cases were investigated and heard within 120 days or 24 weeks
- **31.8%** of these cases were heard within 60 days or 12 weeks

## Section Four – Formal Procedures

### Disciplinary Cases (Continued)



As mentioned above, even though on average the majority of suspension cases are investigated and heard within 120 days, there are some Directorates where one case can take much longer this.

Good practice suggests that an organisation should aim to reduce the average length of time taken for a case to be heard from our current average of 90 to 60 days. This practice would lessen any negative effects on Service delivery and staff morale.

### Employment Tribunal Cases

Summary of Employment Tribunal cases heard, finished or started during the period 1 April 2005 to 31 March 2006. It shows that out of 24 cases finished the Council lost only 1.

Note – Tribunal applications can arise from current employees as well as those dismissed.

Directorate	Open Case	Won	Withdrawn	Settled	Lost	Total
Corporate Services (incl OD, Legal, Access, Strategy)	6	2	0	1	0	9
CH	1	0	0	1	0	2
EN	1	2	4	3	1	11
FI	0	0	0	0	0	0
HO	5	1	1	3	0	10
SS	3	1	2	2	0	8
HGY COUNCIL	16	6	7	10	1	40

# Section Five – Health & Safety

## Summary

### **Accident Statistics**

The majority of reported accidents were made in the Children's, Social Services and Housing Directorates.

Approximately 59% of accidents were reported by employees and approx. 33% were reported by school children.

Over 30% of accidents were slip/ trip/ falls in nature.

A team from the Health and Safety Executive carried out a snapshot inspection of this Council's health and safety management systems during November 2005.

The inspectors made a number of comments and recommendations including:

**Training** Both strengths and weaknesses in the Council's Health and Safety management systems were identified within the findings

**Systems and Procedures** The Council already has systems that will effectively drive good health, safety and welfare management i.e. Business Planning, People Plans, Corporate and Service Induction, Performance Appraisal Targets, One to ones, Team Briefing etc.

**Communication** The Inspectors felt that the Council's health and safety forum and communication systems could be improved.

**Contractor Monitoring and Management** The circumstances of the Crowland School Fire merit further improvement of systems for monitoring contractors and sub-contractors.

**Data reporting and Analysis** The Inspectors welcomed the Council's systems reporting of accident and sickness absence statistical information but felt that the capture of data and also the identification and analysis of trends could be taken much further in driving pro-active strategies. They also commented that the current corporate accident reporting pro-forma is too heavily weighted towards insurance purposes.

**Stress Management** Inspectors acknowledged both the existence of the Council's Stress Policy and examples of good practice demonstrated in individual Services. However, the HSE were concerned that there is no mainstream approach to the management of stress across the Council.

As a result of these comments and recommendations the Council have agreed an action plan to improve health and safety management. The actions address the following themes:

- Strengthening existing training provision and introducing improved methods of delivery
- Fast-tracking the roll out of the new corporate health and safety policy
- Introducing the HSE Stress Management standards as a corporate strategy
- Revitalising corporate and directorate communication of health and safety issues
- Improving methods of monitoring contractor/sub-contractor activity on site
- Reviewing and updating the Council's procedures for reporting and analysing work related sickness and accidents.
- Strengthening the links between Corporate Occupational Health and Health and Safety practitioner teams and improving service delivery



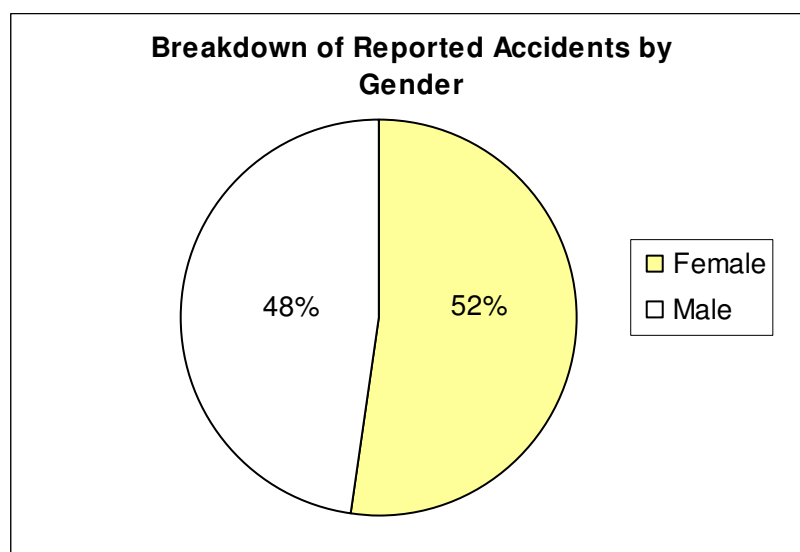
## Section Five – Health & Safety

### Accident Statistics

This section outlines accident statistics that have been reported during the year 1 April 2005 to 31 March 2006.

Reported Accidents by Directorate	
Directorate	Reported Accidents
C/Execs	3
CH	197
EN	1
FI	15
HO	66
SS	110
HGY Council	392

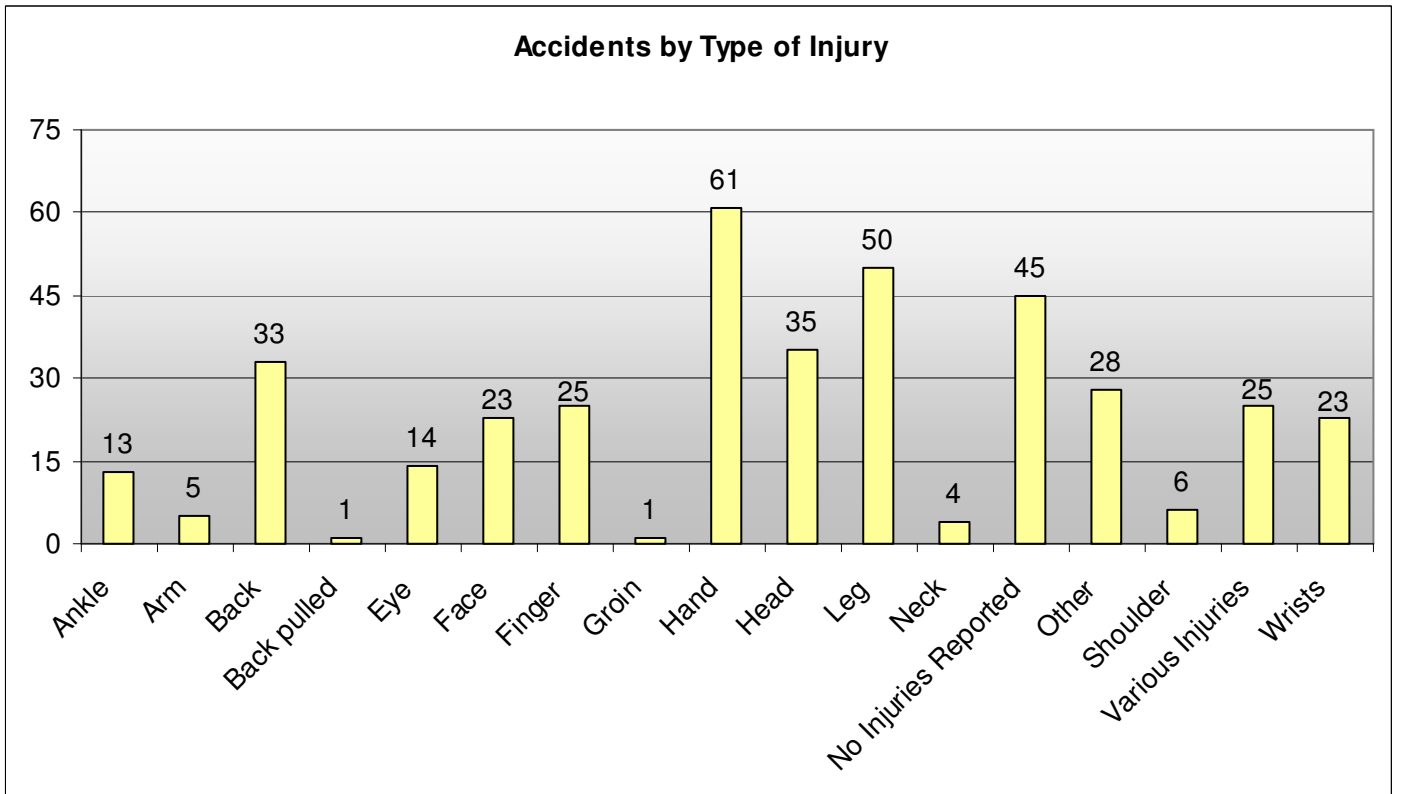
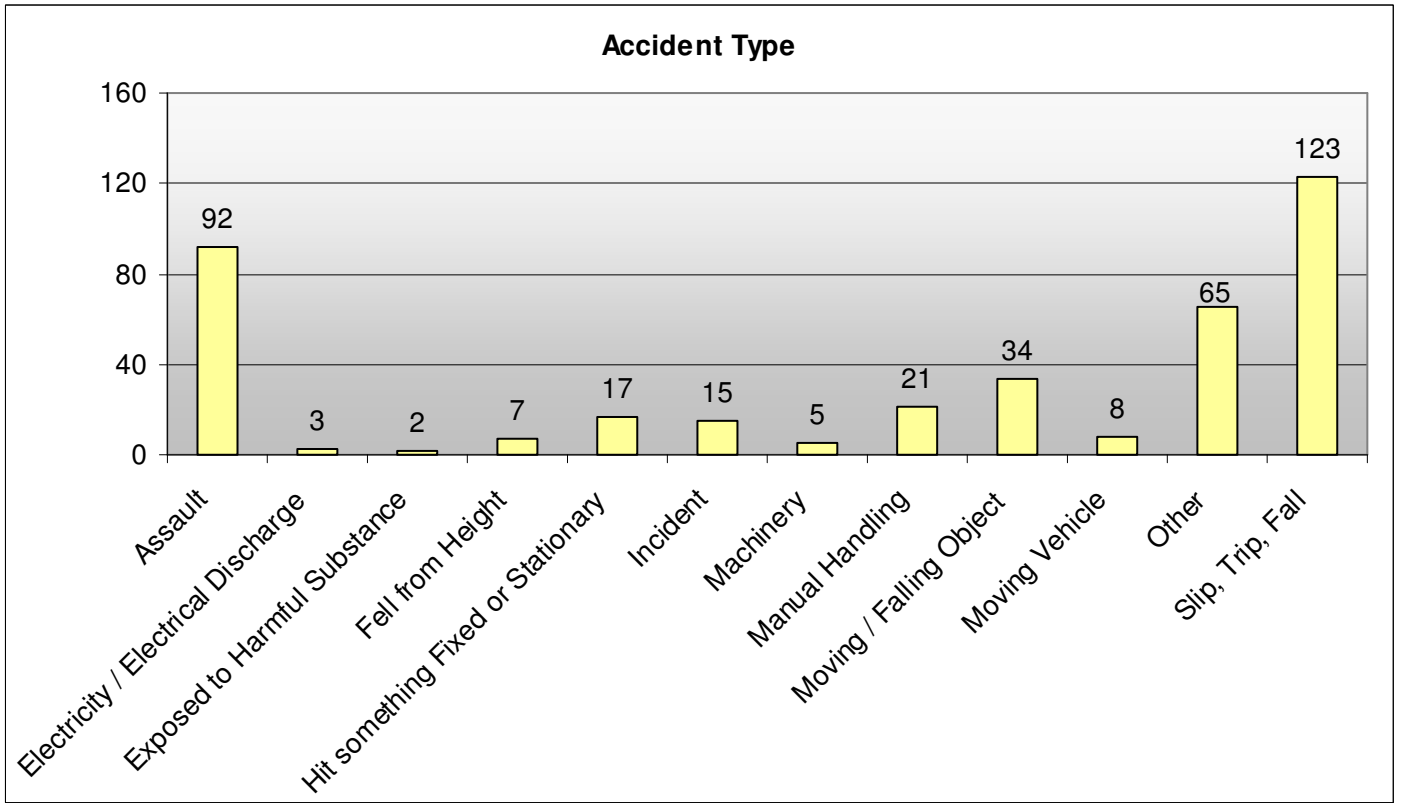
Reported Accidents by Gender		
Gender	Reported Accidents	%
Female	205	52%
Male	187	48%
Total	392	100%



Type of Person Reporting Accidents	
Type of Person	Reported Accidents
Agency Staff	2
Contractor	1
Employee	230
Member of Public	9
Pupil	131
Resident	19
Total	392

# Section Five – Health & Safety

## Accident Statistics (Continued)



## Section Six – Appendices

### Appendix A – Salary Bands

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

#### Current Salary Band Ranges as of April 2005

Salary Band	Min	Max
MAN & CFT	£12,729	£15,876
SC1 - SC5	£12,918	£21,258
SC6 - SO2	£21,894	£27,759
PO1 - PO3	£27,036	£33,159
PO4 - PO7	£33,159	£43,146
PO8+	£44,301	+

#### Salary Bands – MAN & CFT

SALARY SCALE & SPINAL POINT	SALARY SCALE & SPINAL POINT
BUILD 01 To BUILD 99	GR5DSOCA 01 To GR5DSOCA 99
CASSMSA 01 To CASSMSA 99	GR5NLW 01 To GR5NLW 99
CLMMECSS 01 To CLMMECSS 99	GR5S+L 01 To GR5S+L 99
ELECTRN 01 To ELECTRN 99	GR5S+LO 01 To GR5S+LO 99
ENGINEER 01 To ENGINEER 99	GR5SA 01 To GR5SA 99
GENLAB 01 To GENLAB 99	GR6 01 To GR6 99
GR1 01 To GR1 99	GR6+1 01 To GR6+1 99
GR1S+L 01 To GR1S+L 99	GR6+2 01 To GR6+2 99
GR1S+LO 01 To GR1S+LO 99	GR6+3 01 To GR6+3 99
GR2 01 To GR2 99	GR6S+L 01 To GR6S+L 99
GR2DSOCA To GR2DSOCA 99	GR6S+LO 01 To GR6S+LO 99
GR2SA 01 To GR2SA 99	H&V 01 To H&V 99
GR2NLW 01 To GR2NLW 99	JOURNEY 01 To JOURNEY 99
GR2S+L 01 To GR2S+L 99	LABOUR 01 To LABOUR 99
GR2S+LO 01 To GR2S+LO 99	MAPPCFT 01 To MAPPCFT 99
GR2SA 01 To GR2SA 99	MAPPELE 01 To MAPPELE 99
GR3 01 To GR3 99	MAPPPLB 01 To MAPPPLB 99
GR3DSOCA 01 To GR3DSOCA 99	MSTRPY 01 To MSTRPY 99
GR3NLW 01 To GR3NLW 99	NDMANUAL 01 To NDMANUAL 99
GR3S+L 01 To GR3S+L 99	NJCMUE 01 To NJCMUE 99
GR3S+LO 01 To GR3S+LO 99	NJCMUE 01 To NJCMUE 99
GR4 01 To GR4 99	PLUMBER 01 To PLUMBER 99
GR4DSOCA 01 To GR4DSOCA 99	TTEAS 01 To TTEAS 99
GR4NLW 01 To GR4NLW 99	
GR4S+LO 01 To GR4S+LO 99	
GR5 01 To GR5 99	
GR5+1 01 To GR5+1 99	
GR5+2 01 To GR5+2 99	
GR5+3 01 To GR5+3 99	

# Section Six – Appendices

## Appendix A – Salaries (Continued)

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

<b>Salary Bands – SC1 to SC5</b>	
SALARY SCALE & SPINAL POINT	SALARY SCALE & SPINAL POINT
CSS1 01 To CSS1 99	REGB+2 19 To REGB+2 25
CSS2 01 To CSS2 99	RH4 23 To RH4 25
CSS3 01 To CSS3 99	SW2 24 To SW2 25
CSS4 01 To CSS4 99	SW2/3 24 To SW2/3 25
CSS5 01 To CSS5 99	ADMIN 01 To ADMIN 99
DN2 01 To DN2 99	COOK 01 To COOK 99
DN2U 01 To DN2U 99	DW KA 01 To DWKA 99
DN3/4 01 To DN3/4 99	MAINT 01 To MAINT 99
DN4/5 01 To DN4/5 99	NRW 01 To NRW 99
DN5 01 To DN5 99	RW ACO 01 To RW ACO 99
FLASST 01 To FLASST 99	
HOK3 01 To HOK3 99	
HOK4 01 To HOK4 99	
HOK5 01 To HOK5 99	
NDOFF 01 To NDOFF 99	
REGA+2 01 To REGA+2 99	
SC1 01 To SC1 99	
SC1+1 01 To SC1+1 99	
SC2 01 To SC2 99	
SC2+1 01 To SC2+1 99	
SC3 01 To SC3 99	
SC3+1 01 To SC3+1 99	
SC3+1 01 To SC3+1 99	
SC3S+LO 01 To SC3S+LO 99	
SC4 01 To SC4 99	
SC4+1 01 To SC4+1 99	
SC4+2 01 To SC4+2 99	
SC4S+LO 01 To SC4S+LO 99	
SC5 01 To SC5 99	
SC5+1 01 To SC5+1 99	
YWLOCQ1 01 To YWLOCQ1 99	
YWLOCU1 01 To YWLOCU1 99	
YWLOCU2 01 To YWLOCU2 99	
YWNATQ1 01 To YWNATQ1 99	
YWNATQ2 01 To YWNATQ2 99	
UQ TEACH 01 To UQ TEACH 99	
YWLOCQ2 01 To YWLOCQ2 99	



# Section Six – Appendices

## Appendix A – Salaries (Continued)

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

<b>Salary Bands</b>	
<b>SALARY SCALE &amp; SPINAL POINT - SC6 to SO2</b>	<b>SALARY SCALE &amp; SPINAL POINT - PO1 to PO3</b>
DN6 01 To DN6 99	DN9 01 To DN 999
DN7 01 To DN7 99	PO1 01 To PO1 99
HOK6 01 To HOK6 99	PO1+1 01 To PO1+1 99
RH5 01 To RH5 99	PO1+2 01 To PO1+2 99
RH6 01 To RH6 99	PO1+3 01 To PO1+3 99
RH6+1 01 To RH6+1 99	PO2 01 To PO2 99
SC6 01 To SC6 99	PO2+1 01 To PO2+1 99
SC6+1 01 To SC6+1 99	PO2+2 01 To PO2+2 99
SC6+2 01 To SC6+2 99	PO2+3 01 To PO2+3 99
SO1 01 To SO1 99	PO3 01 To PO3 99
SO2 01 To SO2 99	PO3+1 01 To PO3+1 99
SO2+1 01 To SO2+1 99	PO3+2 01 To PO3+2 99
SO2S+LO 01 To SO2S+LO 99	RH8 01 To RH8 99
YWLOCQ3 01 To YWLOCQ3 99	RH9 01 To RH 9 99
YWLOCU3 01 To YWLOCU3 99	ASW34 To ASW 41
ASW32 01 To ASW33	PTQTEACH 01
YWNATQ204 01 To YWNATQ2 11	EP 01 To EP 02
QTEACH 01 To QTEACH 99	IA 01 To IA 02
UQ TEACH10 YWLOCQ2 11	QTEACH 05 To QTEACH 06
DN832 01 To DN8 33	YWNATQ3 01 To YWNATQ3 07
REGB+2 26 01 To REGB+2 27	DN8 34 To DN8 35
REGE+2 27 01 To REGE+2 33	REGE+2 34 To REGE+2 36
REGG+2 32 01 To REGG+2 33	REGG+2 34 To REGG+2 41
RH426 01 To RH428	RH7 34 To RH7 35
RH732 01 To RH733	SWC 35 To SWC 41
SWC 28 To SWC3 4	SW2/3 34 To SW2/3 36
SW226 To SW2 30	SW3 34 To SW3 36
SW2/3 26 To SW2/3 33	SW3+2 34 To SW3+2 38
SW3 26 To SW3 33	SW3QU 34 To SW3QU 38
SW3+2 26 To SW3+2 33	SW3QU+2 34 To SW3QU+2 39
SW3QU 28 To SW3QU 33	SW3UQ 34 To SW3UQ 36
SW3QU+2 28 To SW3QU+2 33	SWO 34 To SWO 38
SW3UQ26 To SW3UQ 33	OT 34 To OT 41
SWO 32 To SWO33	MHSW 34 To MHSW 38
MHSW 32 01 To MHSW 33	MANAGER 01 To MANAGER 99
ASST MAN 01 To ASST MAN 99	PO1+5 01 To PO1+5 99
ASSTEP 01 To ASSTEP 99	PO2+5 01 To PO2+5 99
OT33	

# Section Six – Appendices

## Appendix A – Salaries (Continued)

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

<b>Salary Bands</b>	
<b>SALARY SCALE &amp; SPINAL POINT – PO4 to PO7</b>	<b>SALARY SCALE &amp; SPINAL POINT – PO8+</b>
PO3+5 01 To PO3+5 99	CEO 01 To CEO 99
PO401 01 To PO4 99	CEX 01 To CEX 99
PO4+1 01 To PO4+1 99	COB1 01 To COB1 99
PO4+2 01 To PO4+2 99	COB2 01 To COB2 99
PO4+3 01 To PO4+3 99	COB3 01 To COB3 99
PO4+5 01 To PO4+5 99	CORONER 01 To CORONER 99
PO5C 01 To PO5C 99	CPSY 01 To CPSY 99
PO501 01 To PO5 99	EPPNCPL 01 To EPPNCPL 99
PO5+1 01 To PO5+1 99	HOMEOFF 01 To HOMEOFF 99
PO5+2 01 To PO5+2 99	LEAD'SHP 01 To LEAD'SHP 99
PO5+3 01 To PO5+3 99	PO7+4 01 To PO7+4 99
PO5+4 01 To PO5+4 99	PO7+5 01 To PO7+5 99
PO5+5 01 To PO5+5 99	PO7+6 01 To PO7+6 99
PO5+6 01 To PO5+6 99	PO7+7 01 To PO7+7 99
PO6 01 To PO6 99	PO7+8 01 To PO7+8 99
PO6+1 01 To PO6+1 99	PO8 01 To PO8 99
PO6+2 01 To PO6+2 99	PO8+1 01 To PO8+1 99
PO6+3 01 To PO6+3 99	PO8+2 01 To PO8+2 99
PO6+4 01 To PO6+4 99	PO8+3 01 To PO8+3 99
PO6+5 01 To PO6+5 99	PO8+4 01 To PO8+4 99
PO6+6 01 To PO6+6 99	PO8+5 01 To PO8+5 99
PO7C 01 To PO7C 99	SM1 01 To SM1 99
PO7 01 To PO7 99	SM2 01 To SM2 99
PO7+1 01 To PO7+1 99	SM3 01 To SM3 99
PO7+2 01 To PO7+2 99	SM4 01 To SM4 99
PO7+3 01 To PO7+3 99	SM5 01 To SM5 99
RH10 01 To RH10 99	SM6 01 To SM6 99
AST 01 To AST 99	AST 05 To AST 27
ASW 42 To ASW 44	EP 12 To EP 14
PTQTEACH 02 To PTQTEACH 05	IA 12 To IA 47
EP 03 To EP 11	EPSNR 03 To EPSNR 17
IA 03 To IA 11	
EPSNR 01 To EPSNR 02	
YWNATQ3 08 To YWNATQ3 09	
SWC 42 To SWC 44	

## Section Six – Appendices

### Appendix B – Ethnic Groups

Employee's ethnicities have been grouped into the following ethnic groups:

Ethnic Group Classifications					
White		Black		Mixed	
AA	British	DA	Caribbean	BA	White & Black Caribbean
AB	Irish	DB	African	BB	White & Black African
AC	Greek-Cypriot	DC	Any other black background	BC	White & Asian
AD	Turkish-Cypriot	DD	Somali	BD	An other mixed background
AE	Kurdish	DE	Mixed Black	BE	Black & Asian
AF	Turkish	DF	Nigerian	BF	Black & Chinese
AG	An other white background	DG	Black British	BG	Black & White
AH	English			BH	Chinese & White
AI	Scottish	<b>Asian</b>		BI	Asian & Chinese
AJ	Welsh	CA	Indian		
AK	Cornish	CB	Pakistani	<b>Other</b>	
AL	Northern Irish	CC	Bangladeshi	EA	Chinese
AM	Cypriot (not stated)	CH	East African Asian	EB	Any Other Ethnic Group
AN	Greek	CE	An other Asian background	EC	Vietnamese
AO	Italian	CF	Mixed Asian	ED	Japanese
AP	Irish Traveller	CG	Punjabi	EE	Filipino
AQ	Gypsy/Romany	CH	Kashmiri	EF	Malaysian
AR	Polish	CI	Sri Lankan	EG	Arab
AS	Old USSR	CJ	Tamil	EH	North African
AT	Kosovan	CK	Sinhalese	EI	Israeli
AU	Albanian	CL	British Asian	EJ	Iranian
AV	Bosnian	CM	Caribbean Asian	EK	Middle Eastern other
AW	Croatian			EL	Moroccan
AX	Serbian			EM	Latin American
AY	Old Yugoslavia			EN	South American
AZ	Mixed White			EO	Ghanian
A1	Other white European			EP	Zairean
				EQ	Eritrean
				ER	Ethiopian
				ES	Multi-Ethnic islands

*B & M E = Black & Minority Ethnic. This group of staff comprises of Black, Asian, Mixed and Other groups of staff.*



## Section Six – Appendices

### Appendix C – Leaving Reason Groupings

Employees leaving reasons have been grouped into the following leaving reason groups.

<b>Leaving Reason Groupings</b>	
<b>Voluntary Resignation</b>	<b>TUPE Transfers</b>
Voluntary Resignation	TUPE Transfer
<b>Retirements</b>	<b>Other/Not Known</b>
ER, Compulsory	Contravention of Law
Compulsory Age, Retirement	Death in Service
Ill Health Retirement	End of Fixed Term Contract
Voluntary Retirement	End of Temporary Contract
VER 85 Year Rule	Frustration of Contract
VER Age 60	Not Known
VER Efficiency	Opt out of Haringey
VER Redundancy	Unsatisfactory Probation
<b>Dismissal</b>	<b>Redundancies</b>
Capability Dismissal	Compulsory Redundancy
Disciplinary Dismissal	
Sickness Dismissal	

## Section Six – Appendices

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### Appendix D – HR Performance & Systems Team

The HR Performance and Systems Team members who have produced the report are:

- ❖ Christiana Kyriacou (020 8489 3346)
- ❖ Leon Sommers (020 8489 3315)
- ❖ Monika Omell (020 8489 3170)

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 Tina Charalambous (HR Support & Systems Manager) on 020 8489 2422.