

**Council Joint Consultative Committee on 2007  
General Purposes Committee 28 June 2007**

Report title: **Delivering the HR Strategy 2004-2007 - 2007 update report**

Report of: **Head of HR**

1. Purpose: To advise committee of the work that HR have been doing to deliver on the HR Strategy in the 2006/07 financial year and work planned for the 2007/08 financial year.

2. Recommendations

Note the contents of the attached HR Strategy report.

Report authorised by:



Asst Chief Executive - People & OD

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3. Access to information:

**Local Government (Access to Information) Act 1985**

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

## **4 Introduction**

- 4.1 In 2004 we introduced an HR Strategy for the next 3-4 years for HR related services within the council. The vision is - 'To proactively improve service performance by ensuring that people perform and they work in a modern and healthy environment'.
- 4.2 To help achieve our vision we identified a number of strategic objectives under the following themes
- 1 Recruitment and retention**
  - 2 Organisational development and building capacity**
  - 3 Performance management**
  - 4 Valuing diversity**
  - 5 Employee engagement**
  - 6 Promoting a modern and healthy work environment**
- 4.3 In June 2006 a report was submitted on what we had done to date to deliver the HR Strategy and what we planned to do over the 2006/07 financial year. This and the attached paper (Appendix A) gives an update on how we delivered on the HR Strategy over 2006/07 and future plans.
- 4.4 Outlined on pages 6 to 17 are summaries of how well we delivered on each of the themes. Under each theme we have identified the key Measures of Success, the Strategic Objectives for delivery of each theme and the actions taken and planned.
- 4.5 Page 18 - 20 outlines the Best Value Performance Indicators for HR and council performance, and pages 21 - 44 provide key HR performance indicators that help measure our improvement.

## **5 Summary of delivery by theme**

### **5.1 Recruitment and Retention**

- 5.1.1 In the last financial year 17 employees were successfully redeployed, which brought total savings of £105,346 to the Council, including redundancy, capital pension, and advertising costs.
- 5.1.2 The agency contract went live in May 2006 using a single co-ordinating agency for all temporary staff used by the Council. The contract generated overall savings of £1,057m with a £681K saving for the Council. The work on this also lead the Council being short listed for a Personnel Today Award.
- 5.1.3 The graduate scheme continued to work well with a retention rate of 87-100% over the lifetime of the scheme comparing favourably with the

national average of 71% and the Pathways into Social Care Programme led to 9 students being offered work in social care.

- 5.1.4 Following recommendations from the Gershon review Haringey joined with other local authorities to establish a shared recruitment services contract (LSCG) for recruitment advertising and maintaining recruitment websites. In December 2006 contracts were awarded and went live during April 2007. It is anticipated that this will lead to cost saving and improved efficiency within the Council.

## **5.2 Organisational Development and Building Capacity**

- 5.2.1 Work was undertaken on introducing a new competency framework linking in to a new performance appraisal scheme. Over 1000 staff were briefed with 134 people attending a master-class.
- 5.2.2 The Leadership scheme has received positive feedback with the following responses from participants
- 360 degree feedback – over 92% of participants viewed this as being of significant value
  - Developmental 3 way coaching – 86% of participants agreed objectives were mostly or fully met
  - Action learning sets - 75% of participants rated the session good or highly relevant for work; 91% found the facilitator effective or highly effective and 81% rated the session good or excellent for length.
- 5.2.3 In October 2006 the Council launched its e-learning courses providing accessibility to staff wherever they have access to a PC.
- 5.2.4 Almost 2500 staff attended a spring/summer event with the opportunity to listen to the Leader and the Chief Executive and share personal and team achievements. 380 managers attended the managers event and feedback was very positive.

## **5.3 Performance Management**

- 5.3.1 The 2006/7 staff survey showed 71% of staff have an appraisal / work plan and 72% meet regularly with manager to discuss their performance.
- 5.3.2 In November 2006 the council's HR database - SAP (System, Application & Products) system was successfully upgraded to SAP 2005. This will enable Employee Self Service and Managers Self Service in the future. The upgrade was one of the first upgrades across the country.

5.3.3 During this last year we have agreed and produced new and revised policies including – Disciplinary Guidance, Recruitment Policy and Procedure, Redeployment process, Flexible Working, Maternity and Adoption pack and Flexible Retirement.

#### **5.4 Valuing Diversity**

5.4.1 The Audit Commission require the council to report on a number of performance indicators for equality. The council performs well against these as follows.

- 5<sup>th</sup> in London for count of Black & Minority Ethnic (BME) staff in the top 5% of earners
- 2<sup>nd</sup> in London for proportion of workforce from BME groups
- 2<sup>nd</sup> in London for women in top 5% of earners
- 15<sup>th</sup> in London for proportion of staff with disabilities

5.4.2 A new equalities scheme was introduced in December 2006 to ensure the Council complies with the Disability and Gender legislative duties.

#### **5.5 Employee Engagement**

5.5.1 Corporate Industrial relations meetings have continued promoting good relations between management and trade unions.

5.5.2 Advice and Consultancy have successfully advised on a number of restructures/ re-organisations involving attending meetings with management, staff and trade union representatives and advising on staff and union consultation and communication.

#### **5.6 Promoting a Modern and Healthy Work Environment**

5.6.1 The council's overall sickness absence rate per person at the end of 2006-2007 was 9.14 and is a significant reduction compared to the 2005-2006 figure of 10.4.

5.6.2 The College of North East London (CONEL) awarded Haringey Council the Employer Excellence Award at their Excellence Awards for the work undertaken with Sportsvine on the Health for Life programme.

5.6.3 A HR Wellbeing Group was set up in September 2006, to provide an overview and a co-ordination role for all HR related well-being projects e.g. stress policy, health promotion.

5.6.4 A policy review programme of Occupational Health policies has been established and will progress in 2007.

5.6.5 A stress management working group was formed in July 2006 with the aim of reducing stress by implementing the HSE Stress Management

Standards. The Stress Policy was revised and a pilot stress risk assessment has been undertaken requiring staff to complete a stress questionnaire, which is analysed by the HSE stress management assessment tool and identifies areas requiring action.

- 5.6.6 In order to promote client responsibility for contractors as highlighted in the Construction, Design and Management Regulations 2007. Health and Safety in conjunction with the Corporate Procurement Unit ran 4 seminars on 7<sup>th</sup> March and 2 on 27<sup>th</sup> March for Council Officers with client responsibility.

## **6 Legal comments**

- 6.1 Legal Services have seen this report. Success in achieving the objectives and outcomes identified in the report will assist the Council in meeting its various statutory and common law duties as an employer.

## **7 Financial implications**

- 7.1 There are no financial implications that have not already been accounted for within the Council's cash limited budgets.

## **8. Equal opportunities implications**

- 8.1 Equalities issues have been incorporated within the body of the report and in the attached Delivering the HR Strategy report at appendix A.
- 8.2 The information provided in the report will be utilised to help to ensure the Council continues its good work in promoting diversity and achieving Levels 3 and 4 of the Equality Standards for Local Government.

## Delivering the HR Strategy 2006-2007

In 2004 we introduced an HR Strategy for the next 3-4 years for HR related services within the council.

The HR Vision is as follows:

‘To proactively improve service performance by ensuring that people perform and they work in a modern and healthy environment’.

To help achieve our vision we identified a number of strategic objectives under the following themes

- Recruitment and retention
- Organisational development and building capacity
- Performance management
- Valuing diversity
- Employee engagement
- Promoting a modern and healthy work environment

This paper looks at how we have delivered on the HR Strategy. The following pages detail Human Resources measures of success and how they link into the strategic objectives. It also details what actions have been done to help achieve these to date and what is planned in the future.

### Recruitment And Retention

#### Measure of Success

- **Have an employment package that attracts and retains staff**
- **Have recruitment and retention policies that reflect the business needs of the Council**
- **Turnover levels within the accepted norms for the market place**

#### Strategic Objectives

- **Promote Haringey as an employer of choice**
- **Develop terms and conditions that attract and retain talented people**
- **Promote a flexible workforce culture**
- **Ensure staff know and understand the goals, beliefs and purpose of the organisation**

#### Action taken

- Turnover rates stand at 14.6% which compares well with the London average of 14.4% and the Local Government Pay & Workforce Survey average of 14.7%.
- A twelve month contract was awarded to Leapfrog for the service provision of the childcare voucher scheme. Staff were made aware of the scheme

via e-mail, intranet and briefings during March. Around 40 staff have joined up with more joining each month.

- The agency contract went live in May 2006 using a single co-ordinating agency for all temporary staff used by the Council. The contract generated overall savings of £1,057m with a £681K saving for the Council.
- The Council was shortlisted for a Personnel Today award for the work done on the agency contract.
- A flexible working project group was established in 2007 with the aim of looking at ways to expand the use of flexible working across the Council.
- 17 employees were successfully redeployed, total savings to the Council, including redundancy costs, capital costs, and advertising is £105,346.
- Following recommendations from the Gershon review Haringey joined with other local authorities to establish a shared recruitment services contract (LSCG) for recruitment advertising and maintaining recruitment websites. In December 2006 Barkers were awarded the contract for advertising and Tribal the contract for recruitment websites.
- The recruitment initiative promoting Haringey using advertising space at train and underground stations was re-run in 2006.
- Recruitment attended local job fairs to encourage applicants in Neighbourhood resources, cleaning and for a home care staff bank. These campaigns have proven to be a qualified success with reductions in the number of agency cleaning staff and setting up of a staff bank for home care of approx 50 staff.
- The graduate scheme continued to work well with a retention rate of 87-100% over the lifetime of the scheme comparing favourably with the national average of 71% and is meeting or exceeding objectives and providing a good return on investment.
- The Pathways into Social Care programme was celebrated on Thursday 27<sup>th</sup> July 2006. 31 students joined the programme of these 9 were offered places in Social Care with Support Worker/Drivers in Learning Disabilities Day Schemes, Nursery Worker, Office clerk, School Crossing Patrol, Home Carers and some residential home carer posts being filled. 6 Students went on to complete the NVQ Level 2 at CONEL while volunteering at social services centres with 2 more students were accepted to do further qualifications.

### **Action planned**

- There are plans to go out to tender for a childcare voucher scheme provider in the Summer of 2007. The contract will be awarded for a period up to five years.
- Recruitment will be linking in with directorates to become more involved in specific employment initiatives.
- Throughout 2007 the Council will be publicising the workplace giving scheme whereby staff can donate to registered charities through the payroll.
- The joint council framework recruitment contract will be monitored to ensure useful delivery.
- A flexible working project group will be progressing the application and

promotion of flexible working within the Council.

- New entrants in the graduate scheme will be joining in 2007, initiatives to further improve retention after the completion of the scheme will be explored.
- As part of the New Start scheme the council will be taking on 12 new people for administration roles who will be working towards Business Administration NVQ Level 2.
- There will be a greater emphasis on workforce planning identifying areas where temporary staff are often used and working on recruitment strategies to address this.
- The use of an administrative talent pool will be explored whereby applicants could apply for general administrative posts be assessed and those deemed suitable could be recruited by managers as and when an administrative post becomes available reducing the time taken to recruit.
- The entry into employment scheme which encourages school and college leavers into employment will be developed establishing links with the Adult Learning Service for relevant training opportunities.
- Specific work will be undertaken with the Children and Young people service following recommendations from the joint area review in reducing agency spend and implementing targeted recruitment.
- We plan to utilise London Development Agency funding and existing working relationships with voluntary sector funded group the Richmond Fellowship to promote jobs for people with mental health problems.
- We also plan to develop work placements within the council for local people using the Haringey Guarantee scheme tackling worklessness.

## **Organisational Development And Building Capacity**

### **Measures of Success**

- **Become an 'Investors in People' authority**
- **Have a workforce with the skills and competencies to meet the needs of the organisation**
- **Improved performance across the council.**

### **Strategic Objectives**

- **Develop a learning organisation and become an Investor in People**
- **Support leadership development of Members and Senior Managers**
- **Increase the capacity for all managers and staff to deliver**
- **Ensure staff know and understand the goals, beliefs and purpose of the organisation**

### **Action taken**

- The last staff survey showed that 90% of staff understand the aims and objectives of the council.
- Work was undertaken on introducing a new competency framework linking in to a new performance appraisal.
- A pilot of the new framework with over 200 staff was undertaken as



part of the mid-year appraisal review, with revisions validated by follow-up surveys and focus groups.

- A marketing campaign was undertaken to raise awareness of the changes to the competency framework.
- Over 1000 staff were briefed on the new appraisal and competency framework documents with 134 people attending a master-class specifically about competencies. Evaluations were extremely positive with 100% of staff attending the master-class stating they understood what the competencies are and how to select them relevant to their role.
- The Leadership scheme started in 2003 continued aiming to give staff the tools and techniques they need to be a successful leader.

The scheme comprises of

- 360 degree feedback – over 92% of participants viewed this as being of significant value
- Developmental 3 way coaching – 86% of participants agreed objectives were mostly or fully met
- Action learning sets - 75% of participants rated the session good or highly relevant for work; 91% found the facilitator effective or highly effective and 81% rated the session good or excellent for length.
- Personality profiling tools
- Group and sustaining workshops

Phase 2 of the programme started in 2006. To date around 200 4<sup>th</sup> and 5<sup>th</sup> tier managers have been launched on the programme.

- In February 2007 eight new social work trainees (undertaking BA and MA's at Middlesex University) started taking the total number of social work trainees to 31. Five trainees qualified in the summer of 2006 and took up posts as registered social workers. Two joined Adults services and three Children and Families services.
- In October 2006 the Council launched its e-learning courses providing accessibility to staff wherever they have access to a PC.
- Short courses based on the new competency framework were run in 2006/07.
- Almost 2500 staff attended a spring/summer event with the opportunity to listen to the Leader and the Chief Executive and share personal and team achievements.
- 380 managers attended the managers event in January 2007 entitled 'Achieving Excellence: Leading Managing and Developing Haringey'. Feedback from the event was good with the following responses:
  - I enjoyed the session and had the opportunity to meet colleagues - 99% strongly agreed or agreed
  - I know more about how to coach & motivate my team - 88% strongly agreed/agreed I
  - feel better able to lead, manage & develop my team - 84% strongly agreed / agreed
  - The time spent listening to the guest speaker was time well spent - 95% strongly agreed or agreed
- The template and process for completing people plans was revised to include a checklist of management standards.

- In November 2006, 13 people successfully completed the Certificate in Coaching. Coaching Skills for Managers continued and over 50 managers have completed it.
- The mentoring scheme successfully continued into its 3<sup>rd</sup> year.
- The search for a new intake for the Aiming High Scheme was launched in September 2006, with the 20 recruited in 2005 completing the programme in October 2006. Sixteen participants have now been recruited onto the programme which will be completed in January 2008. This programme will result in a nationally recognised qualification in Management through a programme that focuses on networking skills, management theory and self development

### **Action Planned**

- Work is planned on linking the competency framework into the recruitment and selection documentation.
- A target of 85% of appraisals to be completed by June has been set and there will be ongoing work to see how the number completed can be improved.
- Further work will be done on the options on ways to further embed the competency framework.
- The Council will be reassessed for IIP accreditation in October 2007. The IIP standard was revised in late 2005. The new standard puts greater emphasis on empowerment and involvement at all levels; management capability to lead, manage and develop people; and planning and evaluation. Work will be done with managers and staff to ensure we fully meet all aspects of the standard
- 14 new social work trainees will be graduating in the summer of 2007 and will take up posts in Adults and Children and Families services.
- Work will be done on conjunction with trade unions on a more structured approach towards skills for life supported by funding from the Learning Development Agency.
- Short courses for staff such as team working, managing people and customer focus will continue to be offered to staff and there will be increased working with external suppliers to develop and deliver corporate learning activities in line with an agreed framework agreement.
- A series of on line HR modules will be launched in June 2007 supporting the 'essential to the role' courses already running.
- The theme for the summer staff event will include the introduction to staff and managers to the new council plan.
- Mentors will be recruited from the Aiming High Programme onto the Mentoring Scheme.
- The use of 'talent pools' will be explored to utilise the skills of those who have successfully completed the Aiming High programme.

## Performance Management

### Measures of Success

- **Timely and accurate employment information available to managers that helps with current and future service planning. Including annual employment profile reports with related performance indicator and benchmarking information.**
- **Improvement in information accuracy and related processes**
- **Improved performance across the council**

### Strategic Objectives

- **Develop policies and procedures to effectively manage staff**
- **Identify the targets, actions and responsibility of services and staff to deliver**

### Action taken

- The 2006/7 staff survey showed that across the council staff felt they received feedback that helps them to improve their performance.
  - 72% of permanent staff confirmed that they knew what performance measures for their team are.
  - 73% of permanent staff confirmed that they have regular meetings with their manager
  - 69% of permanent staff confirmed that they have a work plan or appraisal that sets out their tasks for the year
  - Over half of staff positively felt that their manager coaches them to improve performance.
  - 97% of managers know what their team development needs are and have plans in place to address them
  - 89% managers also know how learning and development supports the achievement of team aims and objectives
  - 79% know how they'll measure the impact of learning and development
- The 2006/7 staff survey showed that across the council staff felt they received feedback that helps them to improve their performance.
  - 71% have an appraisal / work plan
  - 72% meet regularly with manager to discuss their performance
  - 68% feel managers show appreciation for the work they do
  - 63% say their manager provides regular, helpful feedback
- The delivery of Managers Desktop training delivered as part of the SAP Realisation of Benefits project was moved in-house supporting managers to utilise the SAP facilities e.g. recording their staff sickness absence and performance appraisal data and to make use of management information.
- The cleansing of employee and organisational data started in 2005 continued as part of an ongoing data cleansing programme to ensure accurate data in SAP.
- In July 2006 Personnel Managers utilised sickness reporting to better target sickness management in directorates. The result was a reduction in sickness absence from 10.4 days per person in March 2006 to 9.14 days per person March 2007.

- Transactional analysis of HR employee administration has been conducted in order to better understand work volumes, performance and HR Processes.
- A process was put in place to accommodate the new age discrimination legislation specifically the right to request to work beyond age 65. Individuals are contacted six months prior to their anticipated retirement date and asked to state whether they wish to continue at least three months before this date.
- In November 2006 the SAP system was upgraded to SAP 2005 enabling Employee Self Service and Managers Self Service. The upgrade was very successful and was one of the first SAP 2005 upgrades done on the country.
- Advice and Consultancy have successfully advised on a number of restructures/ re-organisations including:
  - The Council re-shaping
  - The Homes for Haringey's tendering of the Response and Repairs contract. During this process the Response and Repairs service has had to restructure their work into an East and West split and a Client side split.
  - IT In-sourcing
  - Libraries re-structure
  - The transfer and re-structure of Housing staff into the Homes for Haringey ALMO.
- During this last year we have agreed and produced new and revised policies including – Disciplinary Guidance, Recruitment Policy and Procedure, Redeployment Policy, Flexible Working, Maternity and Adoption pack.
- A new Flexible Retirement Policy which outlines how qualifying employees can continue to work whilst drawing their pension was agreed by the Pensions Panel in January 2007. The policy complies with the amendments to the Local Government Pension Scheme.

### **Action planned**

- In April 2007 four new electronic forms will be introduced.
  - Position changes – informing HR Support and SAP Core Systems team about such things as change to job title.
  - Organisational structure changes – to consult Advice and Consultancy and inform the SAP Core Systems team of required SAP changes.
  - Personal details changes – for employees to notify HR Support of change to address etc
  - Contractual changes – to inform HR Support of changes such as a period 'acting up'.

These forms will improve process efficiency providing employees or managers with data from SAP, enabling them to update the data on the e-form and then notifying them when the update has been completed.

- Further investigation will be done on the impact of enabling Employee Self Service and Managers Self Service in SAP.

- Work will be started on producing an automated P45.
- Work will be done to raise the profile of Workplace Giving (automatic charitable deductions).
- The Pensions team will be undertaking a series of activities to prepare for the new Local Government Pension Scheme. The change in the scheme will necessitate modifications to the payroll, the Pensions and Pay Control teams will be liaising to ensure these changes occur. Processes and procedures will be reviewed to ensure compliance and guidance will be drafted. Staff training will take place on the changes to the pension's regulations. The first staff communication will be sent to staff in April 2007.
- There is a planned submission in August 2007 of fund validation data to the Council's Actuary which will determine the employer pension contribution for the following financial year and feeds into the Council's budget plans.
- Reviews of capability and grievance procedures are planned this year.

## **Valuing Diversity**

### **Measures of Success**

- **Have a workforce that reflects the community we serve**
- **Achieved Level 3 of the Equality Standard in race, gender and disability**

### **Strategic Objectives**

- **Secure a workforce representative of the community**
- **Integrate valuing diversity into every aspect of working lives**
- **Achieve level 3 of the equality standard and implement the Council's Race Equality Scheme**
- **Implement national diversity legislation**

### **Action taken**

- The Audit Commission require the council to report on a number of performance indicators for equality. The council performs well in these. Based on 2005/06 performance indicator outturns the council performs as follows.
  - 5<sup>th</sup> in London for BME in the top 5% of earners
  - 2<sup>nd</sup> in London for proportion of workforce from BME groups
  - 2<sup>nd</sup> in London for women in top 5% of earners
  - 15<sup>th</sup> in London for proportion of staff with disabilities
- In September 2006 guidance was issued to inform staff of the removal of the 85 year rule for pensions from October 2006. The change was made to comply with age discrimination legislation.
- Staff were informed of the benefits under the Local Government Pension Scheme following the introduction of Civil Partnerships.
- A new equalities scheme was introduced in December 2006 to ensure the Council complies with the Disability and Gender legislative duties.

- The Flexible Working policy was revised to emphasise our compliance with legislation regarding the right of carers of adults as well as those of children to request to work flexibly.
- Negotiations with the unions on a revised equal pay and conditions package have continued throughout the year, with a considerable degree of movement toward recreating a settlement that suits the council and staff.

### **Action planned**

- The Council is working towards achieving levels 3&4 of the Equality Standard and will be audited externally on June/July 2007.
- Work will be done to embed the Council's Equality Scheme and revised equal Opportunities policy
- Work will continue to ensure that we comply with equalities legislation
- Equalities Impact Assessments will be done on key HR policies for example the revised redundancy policy and process.
- Work on the Single Status/Equal Pay review will likely conclude with staff on common equal value based pay and terms and conditions.
- Good relations with Trade Unions will continue to develop via the quarterly Equalities Industrial Relations meetings
- A framework for conducting Equality Impact Assessments during restructuring will be introduced.
- A revised Equal Opportunities Policy will be introduced.
- The council is keen for more diversity at senior management levels, bringing different views and approaches and will further encourage staff underrepresented at senior management level.

## **Employee Engagement**

### **Measures of Success**

- **Have excellent industrial relations with few disputes**
- **Have an informed and engaged workforce**

### **Strategic Objectives**

- **Ensure staff or their representatives are consulted or negotiated with, as appropriate, about changes to their work or employment terms and conditions**
- **Ensure staff are aware of key information to enable them to perform their jobs**
- **Develop effective channels of communication to keep staff or their representatives engaged and informed**
- **Reduction in the number of tribunals**

### **Action taken**

- The induction venue has changed and inductions have become more structured and informative with the use of PowerPoint presentations giving an improved first impression to new staff. Overall feedback on the new style inductions has been positive.

- A slot has been provided on induction for trade union representatives to meet new joiners and explain their services.
- Advice and Consultancy have successfully advised on a number of restructures/ re-organisations involving attending meetings with management, staff and trade union representatives and advising on staff and union consultation and communication.
- Corporate Industrial relations meetings have continued promoting good relations between management and trade unions.
- Employment Tribunal cases raised or dealt with during 2006/07 totalled 40. This is exactly the same as last years figure.

### **Action planned**

- Only 9 London Councils have implemented a new pay package under the Single Status/Equal Pay review. Haringey having entered into negotiations on the employer offer with a view to implementation in 2007 is ahead of many other London Councils.
- A more informative and user-friendly Personnel intranet site will be launched for June 2007.
- Corporate Industrial relations meetings with the unions have been scheduled over 2007/08.
- The councils induction processes will be reviewed this year by one of the Leadership training project groups.

## **Promoting a Modern and Healthy Work Environment**

### **Measures of Success**

- **Have pro-active health services including health promotion, screening, awareness and tests**
- **Have well developed and comprehensive health and safety policies across the council**
- **Reduction in numbers and types of accidents and working days lost through accidents**
- **Be in the upper quartile of London Borough's for absence management.**

### **Strategic Objectives**

- **Reduce ill health and sickness absence**
- **Promote a healthy lifestyle and work life balance**
- **Promote safe systems of working and compliance with health and safety regulations**
- **Promote fast, flexible and efficient working practices**
- **Motivate empower and celebrate our people**
- **Create a modern, accessible and flexible working environment**

### **Action taken**

- The council's overall sickness absence rate at the end of 2005-2006 stood at 10.4 days per person. 2006-2007 saw a reduction in the

amount of sickness absence to 9.14 days per person.

- An e-learning package developed by Organisational Development and Learning with a Health and Safety module went live in December 2006.
- The accident report form was reviewed in March 2007, and will put greater onus on manager ownership. The format of the form has changed in order to define the reporting process from the manager's standpoint and to ensure managers go through the correct reporting process in their services.
- The Health and Safety team have strengthened their relationship with the Corporate Procurement Unit in order to promote client responsibility for contractors as highlighted in the Construction, Design and Management Regulations 2007. Health and Safety in conjunction with the Corporate Procurement Unit ran 4 seminars on 7<sup>th</sup> March and 2 on 27<sup>th</sup> March for Council Officers with client responsibility. An advisory support group was established with members of Health and Safety and Corporate Procurement to provide advice to staff on this area.
- A stress management working group was formed in July 2006 with the aim of reducing stress by implementing the HSE Stress Management Standards. The stress policy was reviewed by Occupational Health and Health and Safety and re-drafted to include the HSE stress management standards. A pilot stress risk assessment has been undertaken in the Learning Disabilities Service. It requires staff to complete a stress questionnaire, this is then analysed using the HSE stress management assessment tool to identify areas requiring action. Health and Safety then work with the service manager to create a 6-9 month action plan to improve the areas identified.
- The Corporate Health and Safety Committee was re-vitalised in April 2006 and sits quarterly.
- The Corporate and Directorate function was reviewed in June 2006.
- The Health and Safety Team re-instated their core function (which details what services and advice the team can provide and response times) in March 2007.
- The HR Wellbeing Group was set up in September 2006, to provide an overview and a co-ordination role for all HR related well-being projects e.g. stress policy, health promotion.
- Twice weekly smoking cessation sessions were set up at the Occupational Health Unit.
- The College of North East London (CONEL) awarded Haringey Council the Employer Excellence Award at their Excellence Awards for the work undertaken with Sportsvine on the Health for Life programme.
- Occupation Health has achieved shorter referral times for appointments with the St Ann's Hospital physiotherapy unit.
- Working with external specialists, cognitive behavioural therapy has been introduced as part of welfare services.
- In 2006 the Occupational Health Unit moved to centrally located offices in Wood Green with newer facilities.
- The new accident report form was approved by the Corporate Safety Committee for approval in April.



**Action planned**

- A communication plan to publicise the Health and Safety e-learning module will be developed in April 2007.
- Guidance on client responsibility Construction, Design and Management Regulations 2007 will be developed this year.
- The revised stress policy will go to People Streamboard to be agreed and rolled out in the Summer. Managers will be trained on the principles of the stress management standards. Stress risk assessments will be undertaken on priority high risk areas.
- The Safety Liaison Officer role will be reviewed following the Council re-shaping.
- The core functions of the Health and Safety Team will be publicised and placed on Harinet.
- The Health and Safety manual will be publicised and placed on Harinet.
- The Health and Safety team will be involved in a review project on flexible working, advising on the health and safety implications of working from home.
- The Health and Safety team will continue to provide day to day advice and feedback to directorates encouraging them to deal with matters locally.
- The Corporate Health and Safety policy will be reviewed in 2007 to reflect the council re-shaping.
- In conjunction with Property Services health and safety inspections will be made on all 44 council owned buildings commencing in May over a 3-6 month period. Each site will be given a report on the findings.
- Work will be done to improve Health and Safety data input and reporting from the SAP database.
- Smoking cessation sessions will continue throughout 2007.
- The Doctor has been directly contracted to work with the council at a saving to the authority. As a result there will be greater physician involvement in management issues, giving talks and attending meetings.
- A programme of display screen equipment assessments will be done by Health and Safety and Occupational Health.
- Occupational Health will work more closely with management and Personnel Managers to tailor advice to directorates.
- A policy review programme of Occupational Health policies has been established and will progress in 2007.
- Modifications to the HR database (SAP) will be finalised in 2007 allowing for more accurate data recording.
- Occupational Health and Health and Safety will be focusing on health surveillance identifying health improvements.

**PERFORMANCE INDICATORS****BEST VALUE PERFORMANCE INDICATOR'S****BV11a Percentage of top 5% earners that are women (excluding schools) FTE**

	<b>Apr-Jun</b>	<b>Jul-Sep</b>	<b>Oct-Dec</b>	<b>Jan-Mar</b>	<b>Target</b>
2005-2006	50%	52.43%	56.11%	55.88%	50%
2006-2007	58%	57.3%	56.72%	54.2%	50%

**BV11a - Performance Comparators**

	England Top Quartile	England Median	England Bottom Quartile	London Top Quartile	London Median	London Bottom Quartile
2004-2005	40.20	29.63	19.63	46.75	40.15	34.41
2005-2006	42.58	32.00	22.22	47.70	43.94	34.79

**BV11b Percentage of top earners from black and ethnic minority groups (excluding schools) FTE**

	<b>Apr-Jun</b>	<b>Jul-Sep</b>	<b>Oct-Dec</b>	<b>Jan-Mar</b>	<b>Target</b>
2005-2006	24.71%	25.40%	23.48%	21.05%	25%
2006-2007	18.00%	18.58%	18.30%	18.16%	26%

**BV11b – Performance Comparators**

	England Top Quartile	England Median	England Bottom Quartile	London Top Quartile	London Median	London Bottom Quartile
<b>2004-2005</b>	3.00	0.79	0	16.00	12.37	5.61
<b>2005-2006</b>	3.33	1.50	0	15.28	13.00	6.47

**BV11c Percentage of top earners with a disability (excluding schools) FTE**

	<b>Apr-Jun</b>	<b>Jul-Sep</b>	<b>Oct-Dec</b>	<b>Jan-Mar</b>	<b>Target</b>
2005-2006	4.88%	4.96%	4.77%	4.06%	n/a new
2006-2007	2.50%	2.50%	1.51%	2.18%	4.09%

**BV12 Numbers of working days lost due to sickness absence (including teachers and excluding temporary and agency staff) FTE**

	<b>Apr-Jun</b>	<b>Jul-Sep</b>	<b>Oct-Dec</b>	<b>Jan-Mar</b>	<b>Target</b>
2005-2006	8.71	9.36	9.31	10.37	8.8 days
2006-2007	10.20	10.16	9.83	9.14	8.8 days

**BV12 – Performance Comparators**

	England Top Quartile	England Median	England Bottom Quartile	London Top Quartile	London Median	London Bottom Quartile
<b>2004-2005</b>	8.40	9.56	11.10	7.92	9.01	9.74
<b>2005-2006</b>	9.60	9.52	10.94	7.92	8.92	9.99

**BV14 Percentage of employees retiring early (excluding ill health) as a percentage of total workforce by headcount including schools maintained by the authority**

	<b>Apr-Jun</b>	<b>Jul-Sep</b>	<b>Oct-Dec</b>	<b>Jan-Mar</b>	<b>Target</b>
2005-2006	0.01%	0.03%	0.05%	0.09%	0.20%
2006-2007	0.06%	0.03%	0.02%	0.08%	0.20%

**BV14 – Performance Comparators**

	England Top Quartile	England Median	England Bottom Quartile	London Top Quartile	London Median	London Bottom Quartile
<b>2004-2005</b>	0.16	0.41	0.84	0.17	0.43	0.62
<b>2005-2006</b>	0.17	0.43	0.78	0.23	0.41	0.64

**BV15 Percentage of employees retiring on the grounds of ill-health as a percentage of the total workforce, permanent and FTC over a year**

	<b>Apr-Jun</b>	<b>Jul-Sep</b>	<b>Oct-Dec</b>	<b>Jan-Mar</b>	<b>Target</b>
2005-2006	0.04%	0.01%	0.06%	0.13%	0.30%
2006-2007	0.19%	0.05%	0.02%	0.05%	0.20%

**BV15 – Performance Comparators**

	England Top Quartile	England Median	England Bottom Quartile	London Top Quartile	London Median	London Bottom Quartile
<b>2004-2005</b>	0.12	0.26	0.44	0.20	0.27	0.35
<b>2005-2006</b>	0.1	0.23	0.37	0.23	0.2	0.27

**BV16a Percentage of local authority employees with a disability (headcount)**

2004/05	2005/06	2006/07	Target for 2007 onwards
4.03%	3.77%	3.56%	4.09%

**BV16a – Performance Comparators**

	England Top Quartile	England Median	England Bottom Quartile	London Top Quartile	London Median	London Bottom Quartile
<b>2004-2005</b>	3.73	2.47	1.49	3.96	2.27	1.75
<b>2005-2006</b>	3.86	2.73	1.86	4.09	3.25	2.42

**BV17a Percentage of local authority employees from minority ethnic communities (headcount)**

	<b>Apr-Jun</b>	<b>Jul-Sep</b>	<b>Oct-Dec</b>	<b>Jan-Mar</b>	<b>Target</b>
2005-2006	41.74%	41.61%	41.52%	44.61%	39.30%
2006-2007	44.80%	44.92%	44.97%	44.94%	

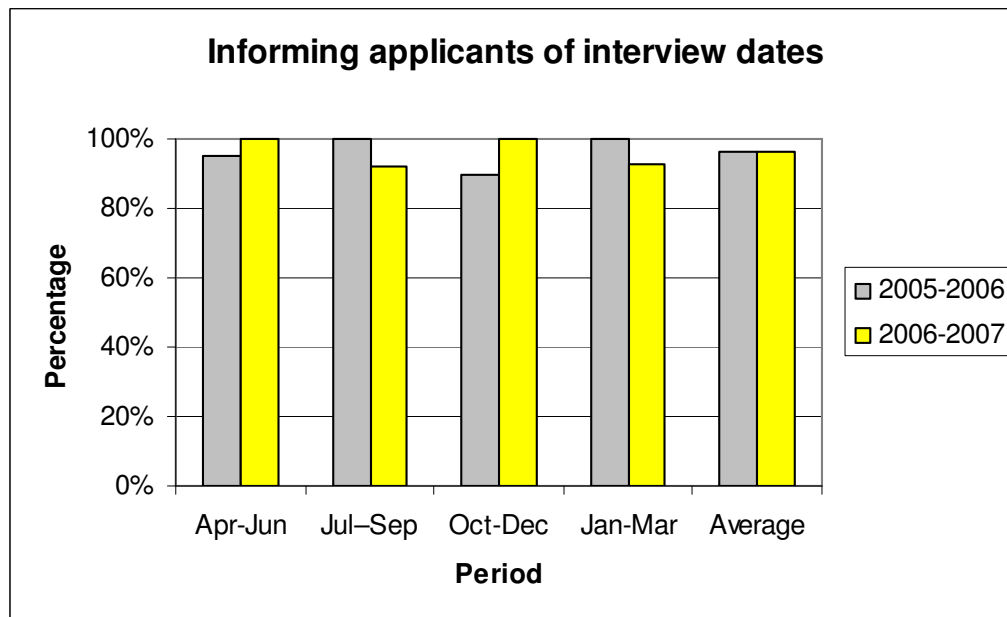
**BV17a – Performance Comparators**

	England Top Quartile	England Median	England Bottom Quartile	London Top Quartile	London Median	London Bottom Quartile
<b>2004-2005</b>	4.60	1.9	0.9	35.30	24.1	15.3
<b>2005-2006</b>	4.8	1.8	0.9	35.4	27	17.7

**RECRUITMENT**

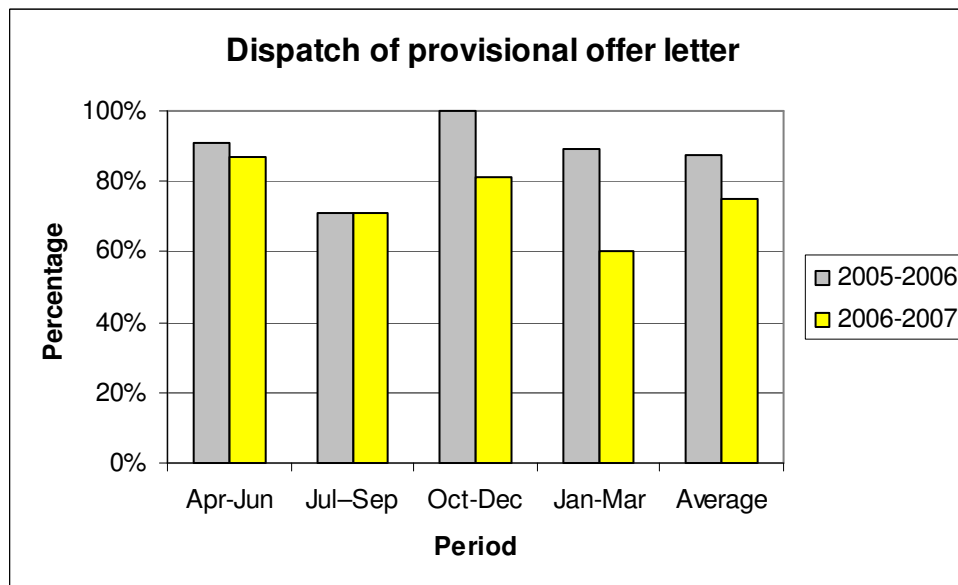
Informing applicants of interview dates within 3 working days of shortlist receipt

	<b>Apr-Jun</b>	<b>Jul-Sep</b>	<b>Oct-Dec</b>	<b>Jan-Mar</b>	<b>Average</b>
<b>2005-2006</b>	95%	100%	90%	100%	97%
	Sample 43/45	Sample 10/10	Sample 18/20	Sample 45/45	
	-	+5% on previous quarter	-10% on previous quarter	+10% on previous quarter	
<b>2006-2007</b>	100%	92%	100%	93%	97%
	Sample 30/30	Sample 22/24	Sample 27/27	Sample 14/15	
	No difference on previous quarter	-8% on previous quarter	+8% on previous quarter	-7% on previous quarter	



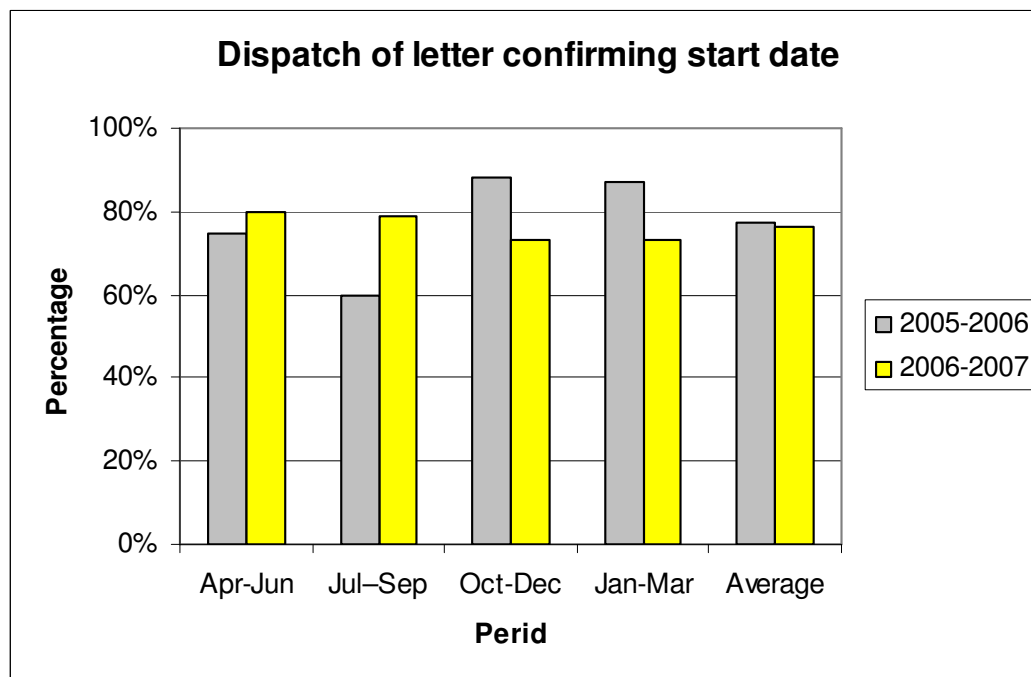
Dispatch of provisional offer letter – within 2 days of receipt of appointment details

	<b>Apr-Jun</b>	<b>Jul-Sep</b>	<b>Oct-Dec</b>	<b>Jan-Mar</b>	<b>Average</b>
<b>2005-2006</b>	91%	71%	100%	89%	90%
	Sample 41/45	Sample 7/10	Sample 20/20	Sample 40/45	
	-	-20% on previous quarter	+29% on previous quarter	-11% on previous quarter	
<b>2006-2007</b>	87%	71%	81%	60%	77%
	Sample 26/30	Sample 17/24	Sample 22/27	Sample 9/15	
	-2% on previous quarter	-16% on previous quarter	+10% on previous quarter	-21% on previous quarter	



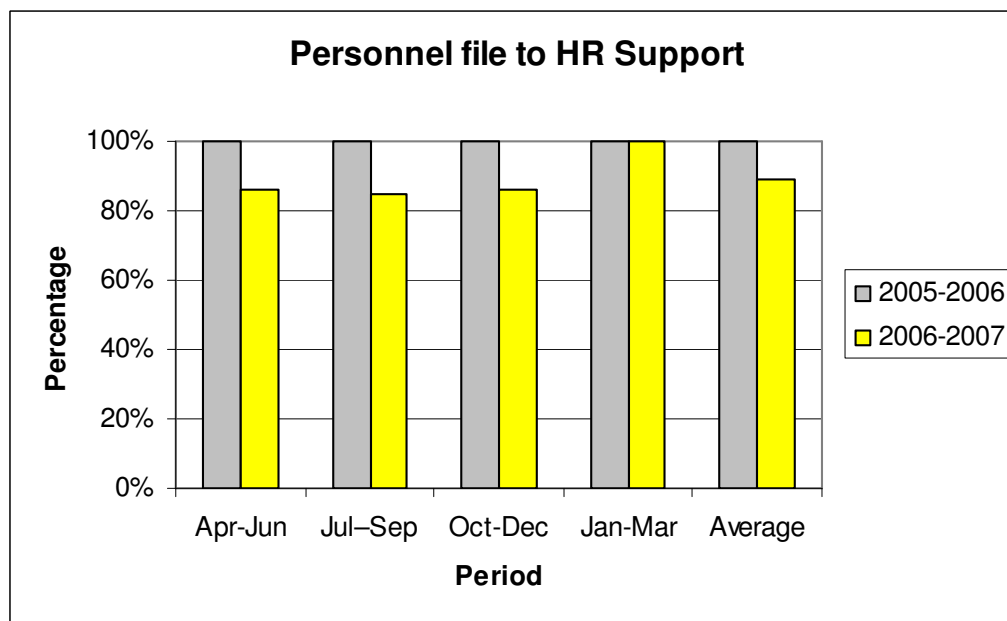
Dispatch of letter confirming start date within 3 working days of final employment check

	<b>Apr-Jun</b>	<b>Jul-Sep</b>	<b>Oct-Dec</b>	<b>Jan-Mar</b>	<b>Average</b>
<b>2005-2006</b>	75%	60%	88%	87%	83%
	Sample 17/20	Sample 6/10	Sample 14/16	Sample 39/45	
		-15% on previous quarter	+28% on previous quarter	-1% on previous quarter	
<b>2006-2007</b>	80%	79%	73%	73%	77%
	Sample 24/30	Sample 19/24	Sample 16/22	Sample 11/15	
	-7% on previous quarter	-1% on previous quarter	-6% on previous quarter	No change on previous quarter	



Personnel file to HR Support within 2 working days of start date confirmation

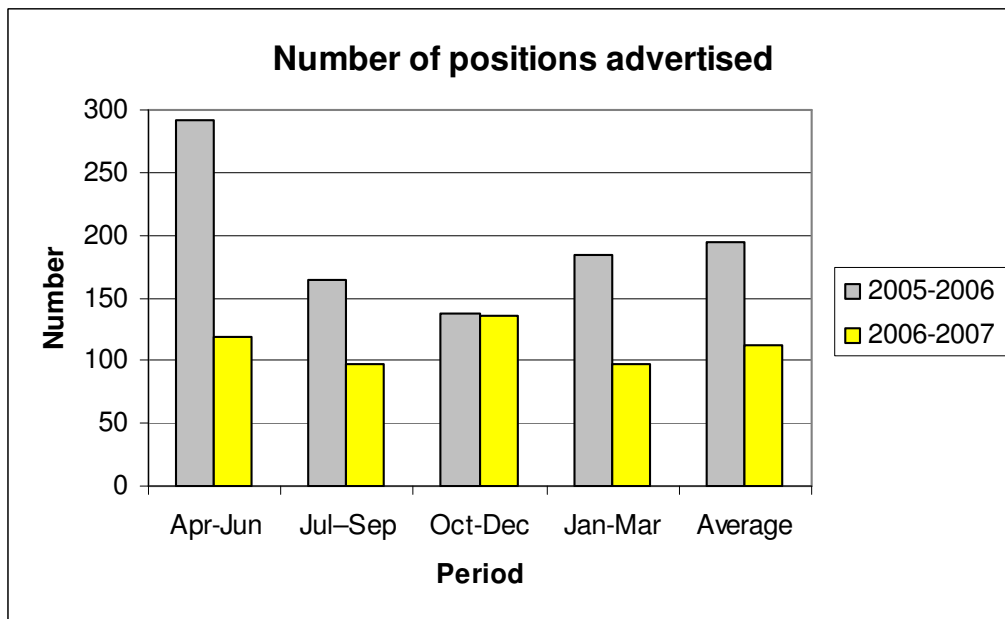
	<b>Apr-Jun</b>	<b>Jul-Sep</b>	<b>Oct-Dec</b>	<b>Jan-Mar</b>	<b>Average</b>
<b>2005-2006</b>	100%	100%	100%	100%	100%
	Sample 20/20	Sample 20/20	Sample 16/16	Sample 45/45	
<b>2006-2007</b>	86%	85%	86%	100%	92%
	Sample 14/15	Sample 20/17	Sample 14/15	Sample 15/15	
	-14% on previous quarter	-1% on previous quarter	+1% on previous quarter	+14% on previous quarter	





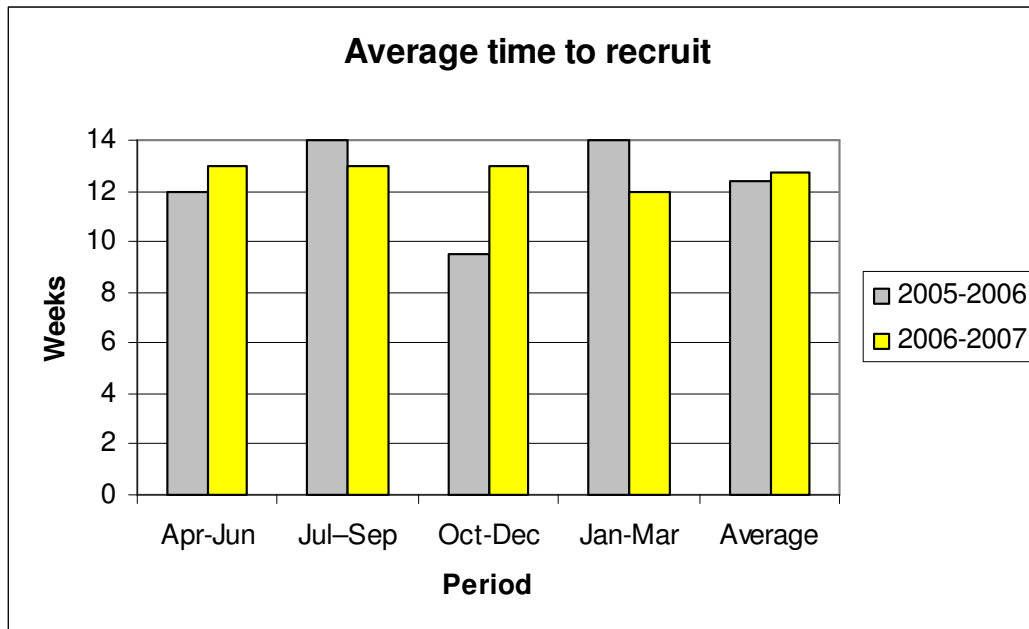
Number of positions advertised

	<b>Apr-Jun</b>	<b>Jul-Sep</b>	<b>Oct-Dec</b>	<b>Jan-Mar</b>	<b>Average</b>
<b>2005-2006</b>	292	165	138	184	194.75
<b>2006-2007</b> Excludes HfH	119	98	135	98	112.5



Average time taken to recruit from advertisement to offer letter – target 8-12 weeks depending on CRB requirement

	<b>Apr-Jun</b>	<b>Jul-Sep</b>	<b>Oct-Dec</b>	<b>Jan-Mar</b>	<b>Average</b>
<b>2005-2006</b>	12	14	9.5	14	12.37
<b>2006-2007</b> Excludes HfH	13	13	13	12	12.75



**PAY CONTROL**

Process of pay advances and other emergency payments – payments received by 5pm Friday paid into employees account by following Thursday

	<b>Apr-Jun</b>	<b>Jul-Sep</b>	<b>Oct-Dec</b>	<b>Jan-Mar</b>	<b>Average</b>
<b>2005-2006</b>	100%	100%	99%	100%	99.75%
<b>2006-2007</b>	100%	100%	100%	100%	100%

Process of employee loans – cheques/CHAPS issued within 5 days of receipt of application

	<b>Apr-Jun</b>	<b>Jul-Sep</b>	<b>Oct-Dec</b>	<b>Jan-Mar</b>	<b>Average</b>
<b>2005-2006</b>	100%	100%	99%	100%	99.75%
<b>2006-2007</b>	100%	100%	100%	100%	100%

Payment of AVC's to Pension Providers – cheques for payroll deductions to be issued to pension providers within 5 days of each run

	<b>Apr-Jun</b>	<b>Jul-Sep</b>	<b>Oct-Dec</b>	<b>Jan-Mar</b>	<b>Average</b>
<b>2005-2006</b>	100%	100%	99%	100%	99.75%
<b>2006-2007</b>	97%	93.33%	96.66%	96.66%	96%

Overall number of errors listed on the payroll error log

	<b>Apr-Jun</b>	<b>Jul-Sep</b>	<b>Oct-Dec</b>	<b>Jan-Mar</b>
<b>2006-2007</b>	+45.08% error rate on previous quarter	-5.36% error rate on previous quarter	-11.32% error rate on previous quarter	-6.38% error rate on previous quarter

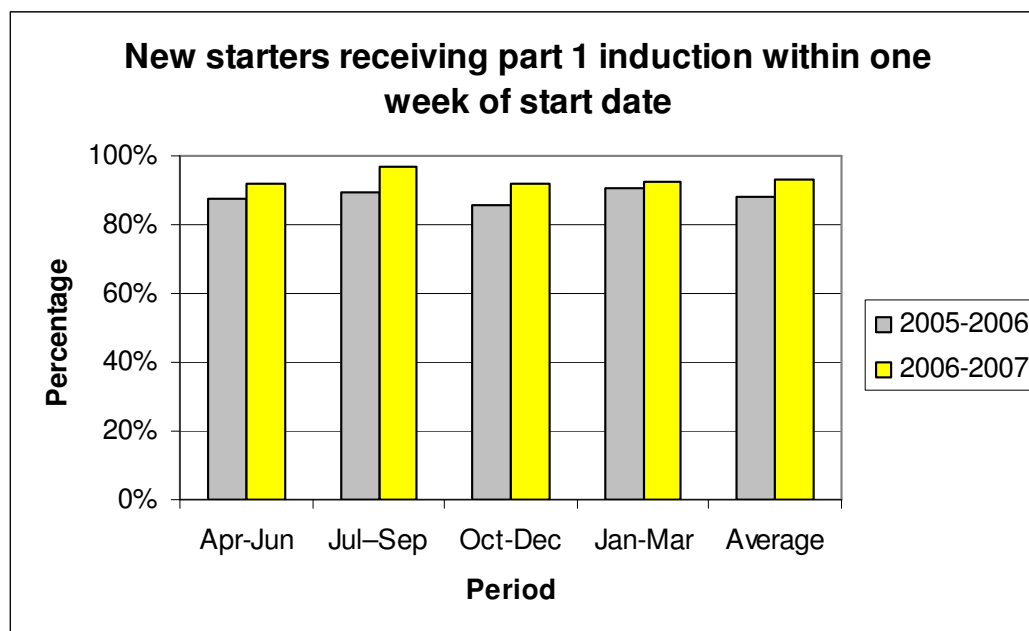
Gross to net payroll runs – target 98%

	<b>Apr-Jun</b>	<b>Jul-Sep</b>	<b>Oct-Dec</b>	<b>Jan-Mar</b>	<b>Average</b>
<b>2005-2006</b>	99.52%	99.65%	99.32%	99.55%	99.51%
<b>2006-2007</b>	99.52%	99.57%	99.41%	99.47%	99.5%

**HR SUPPORT**

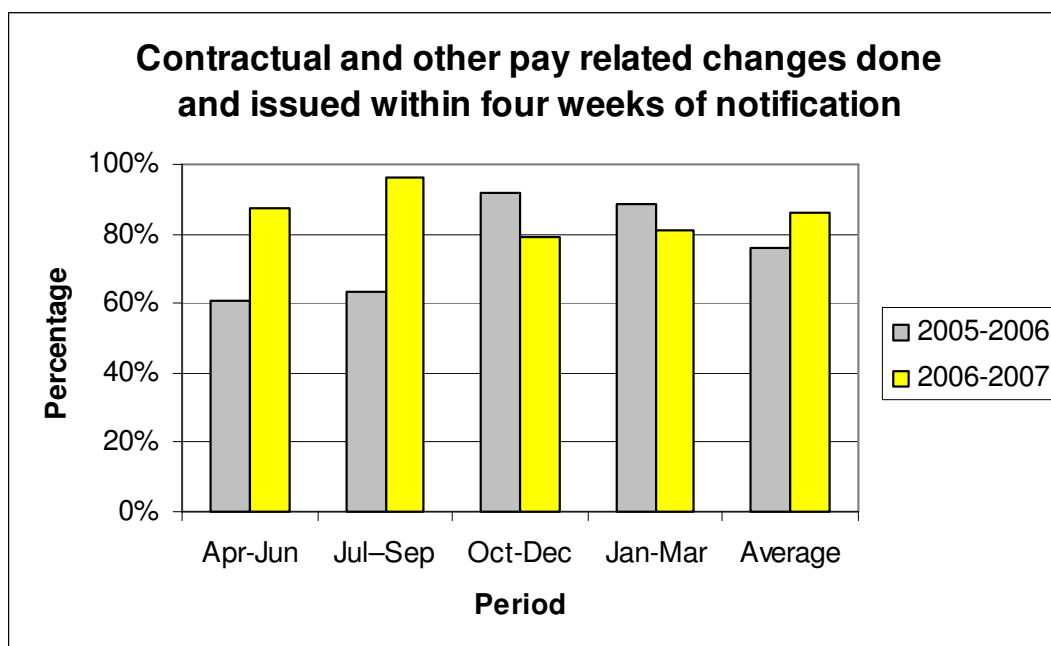
New starters receiving part 1 induction within 1 week of start date

	<b>Apr-Jun</b>	<b>Jul-Sep</b>	<b>Oct-Dec</b>	<b>Jan-Mar</b>	<b>Average</b>
<b>2005-2006</b>	87.5%	89.5%	85.71%	90.91%	88.40%
	-	+2% on previous quarter	-3.79% on previous quarter	+5.2 on previous quarter	
<b>2006-2007</b>	91.8%	96.62%	92.17%	92.73%	93.33%
	+0.89% on previous quarter	+5.18% on previous quarter	-4.45% on previous quarter	+0.56% on previous quarter	



Contractual and other pay related changes done issued within four weeks of notification

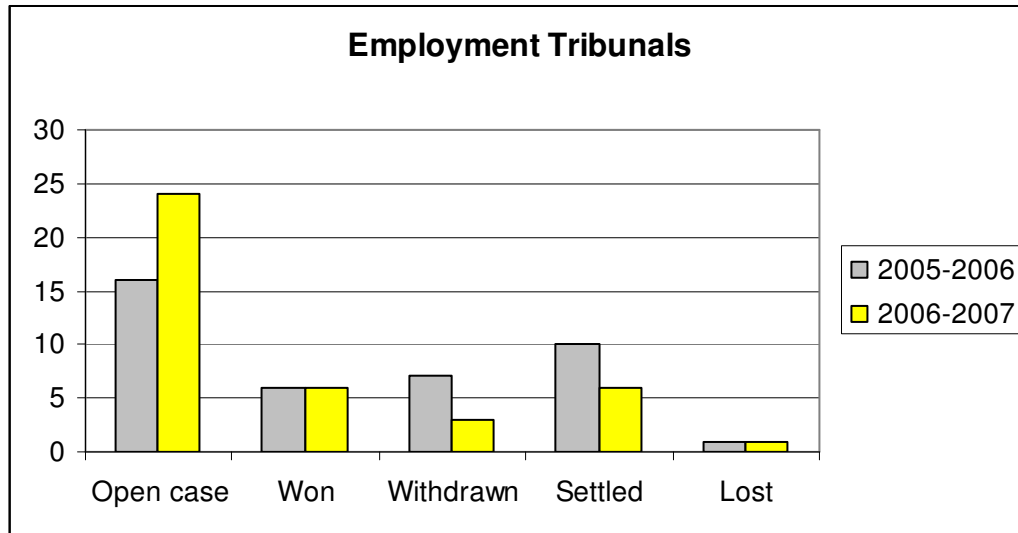
	<b>Apr-Jun</b>	<b>Jul-Sep</b>	<b>Oct-Dec</b>	<b>Jan-Mar</b>	<b>Average</b>
	Sample 20% of changes	Sample 20% of changes	Sample 20% of changes	Sample 20% of changes	
<b>2005-2006</b>	60.5%	63.5%	91.66%	88.8%	76.11%
	-	+3% on previous quarter	+28.16% on previous quarter	-2.86% on previous quarter	
<b>2006-2007</b>	87.5%	96.29%	79.17%	80.77%	85.93%
	-1.3% on previous quarter	+8.79% on previous quarter	-17.12% on previous quarter	+1.65% on previous quarter	



**ADVICE AND CONSULTANCY**

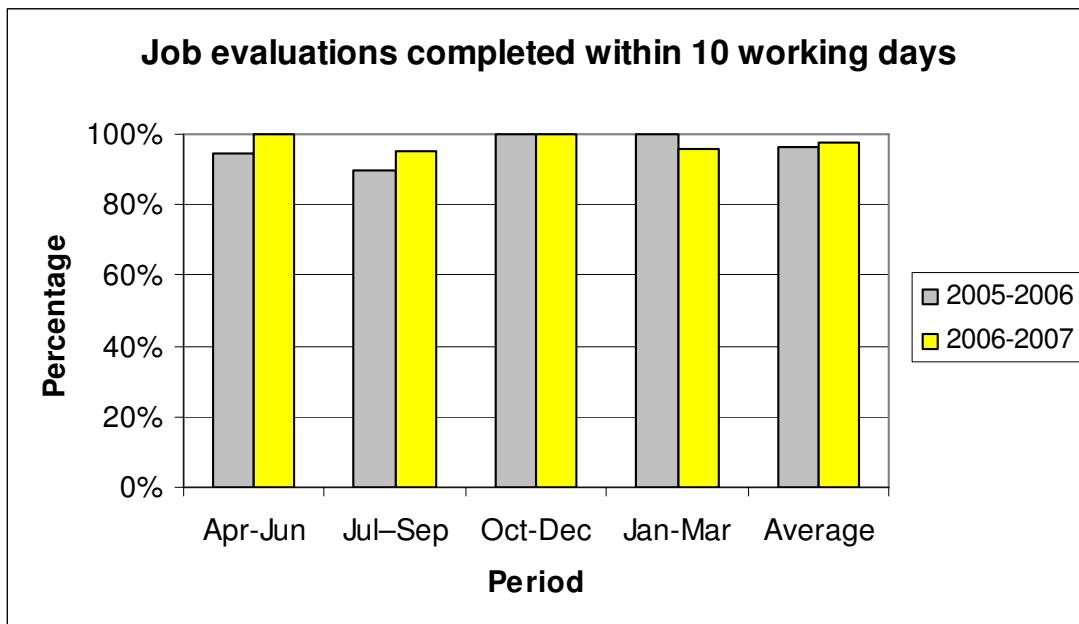
Employment tribunals, won, lost, settled

	Open cases	Won	Withdrawn	Settled	Lost	Total
<b>2005-2006</b>	16	6	7	10	1	40
<b>2006-2007</b>	24	6	3	6	1	40



Job evaluations completed within 10 working days

	<b>Apr-Jun</b>	<b>Jul-Sep</b>	<b>Oct-Dec</b>	<b>Jan-Mar</b>	<b>Average</b>
<b>2005-2006</b>	94.61%	90%	100%	100%	96.15%
<b>2006-2007</b>	100%	95%	100%	96%	97.75%



**Volume of Advice & Consultancy casework**

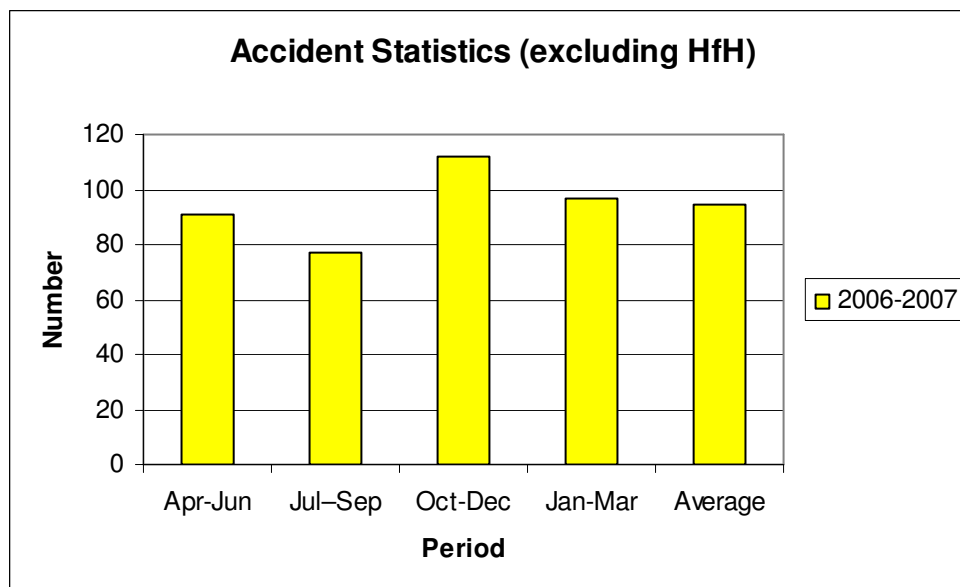
<b>Formal Procedure</b>	<b>Stage</b>	<b>HC</b>	<b>HfH</b>	<b>Grand Total</b>
<b>Capability</b>	Capability Stage 1	7	3	10
	Capability Stage 2	4	2	6
	Capability Stage 3	1	1	2
	Capability Stage 4	2	0	2
<b>Capability Total</b>		<b>14</b>	<b>6</b>	<b>20</b>
<b>Disciplinary</b>	Dis. Invest Susp	73	5	78
	Dis. Invest. not Sus	61	9	70
	Dis. Appeal	13	2	15
	Dis. ET	8	2	10
<b>Disciplinary Total</b>		<b>155</b>	<b>18</b>	<b>173</b>
<b>Grievance</b>	Grievance Stage 2	12	1	13
	Grievance Stage 3	9	0	9
	Grievance Stage 4	7	0	7
	Grievance Stage ET	6	0	6
	Grievance Statutory	1	0	1
<b>Grievance Total</b>		<b>35</b>	<b>1</b>	<b>36</b>
<b>Harassment</b>	Har. Stage 1	8	0	8
	Har. Stage 2	1	0	1
<b>Harassment Total</b>		<b>9</b>	<b>0</b>	<b>9</b>
<b>Probation</b>	Formal 1	11	1	12
	Formal 2	1	1	2
	Final	7	1	8
	Appeal	0	1	1
<b>Probation Total</b>		<b>19</b>	<b>4</b>	<b>23</b>
<b>Sickness</b>	Sick 1st Formal	124	17	141
	Sick Intermediate	118	20	138
	Sick Final	14	6	20
	Sick Appeal	3	1	4
	Sick ET	2	0	2
<b>Sickness Total</b>		<b>261</b>	<b>44</b>	<b>305</b>
<b>Grand Total</b>		<b>493</b>	<b>73</b>	<b>566</b>



**HEALTH AND SAFETY**

Number of Accidents – reduction in number of accidents when comparing to previous quarter

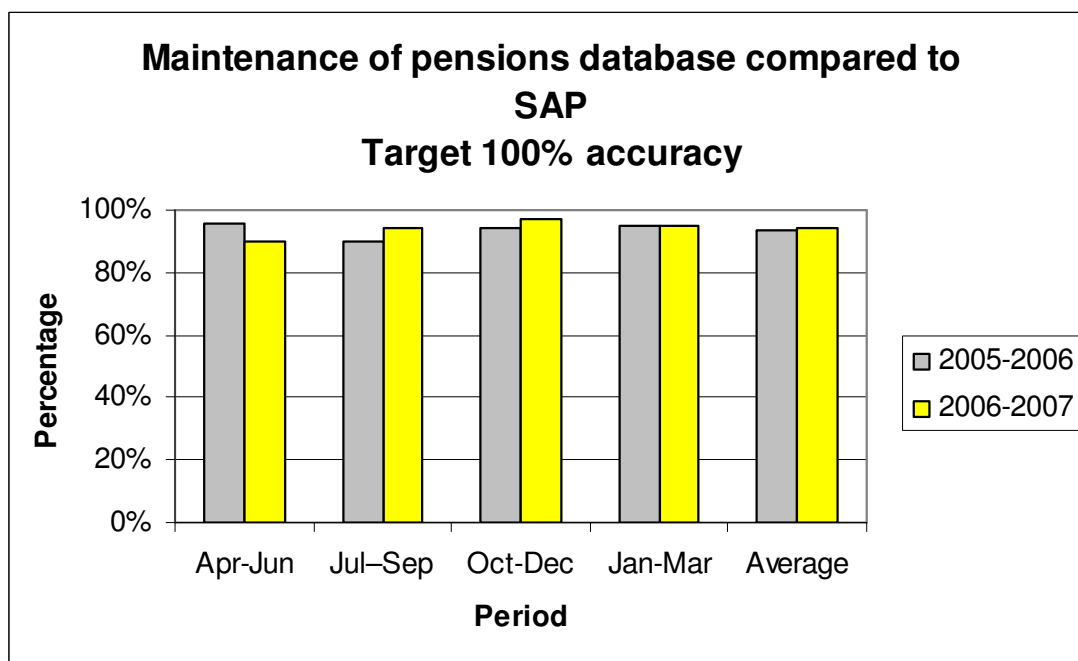
	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Average
<b>2006-2007 Excluding HfH</b>	91	77	112	97	94.25
		-21% compared to previous quarter	+45% compared to previous quarter	-14% compared to previous quarter	



**PENSIONS**

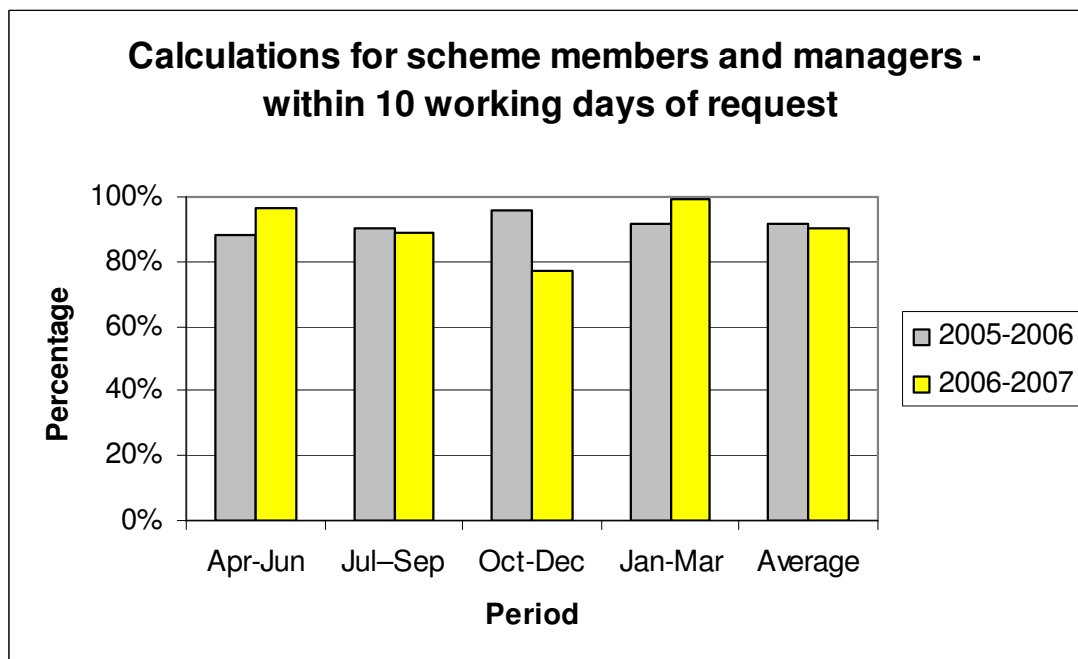
Maintenance of pensions database compared to SAP – target 100% accuracy

	<b>Apr-Jun</b>	<b>Jul-Sep</b>	<b>Oct-Dec</b>	<b>Jan-Mar</b>	<b>Average</b>
<b>2005-2006</b>	96%	90%	94%	94.9%	93.72%
		-6% compared to previous quarter	+4% compared to previous quarter	+0.9% compared to previous quarter	
<b>2006-2007</b>	89.98%	94%	97%	95%	94%
	-4.92% compared to previous quarter	+4.02% compared to previous quarter	+3% compared to previous quarter	-2% compared to previous quarter	



Calculations for scheme members and managers – within 10 working days of request

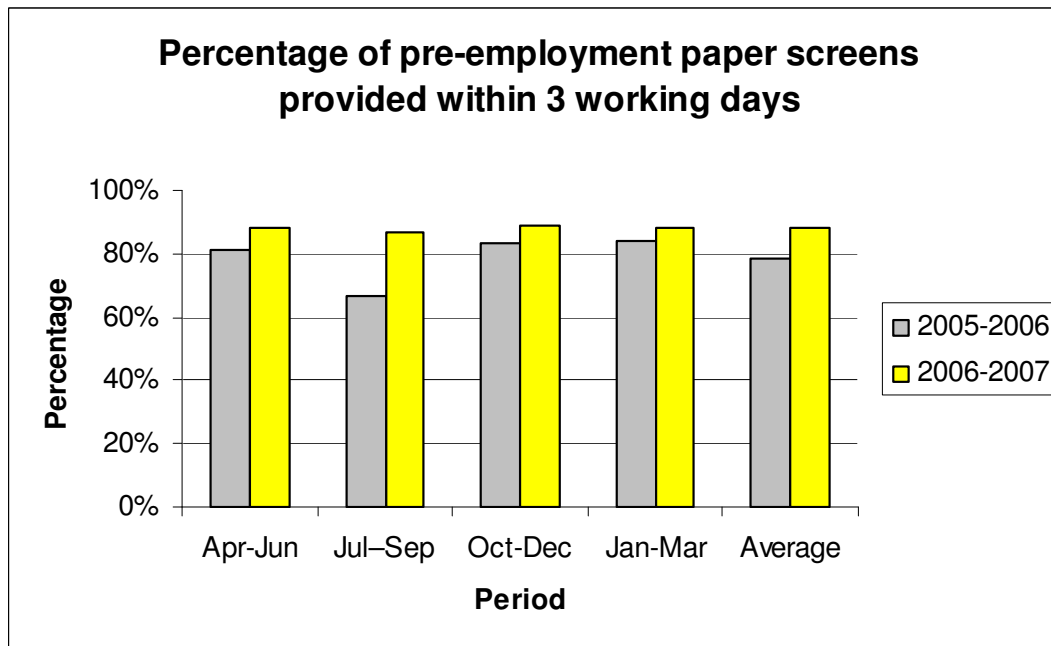
	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Average
<b>2005-2006</b>	88%	90%	96%	92%	91.5%
		-2% compared to previous quarter	+6% compared to previous quarter	-4% compared to previous quarter	
<b>2006-2007</b>	96.4%	89%	77%	99%	90.35%
	+4.4% compared to previous quarter	-7.4% on previous quarter	-12% on previous quarter	+22% on previous quarter	



**OCCUPATIONAL HEALTH**

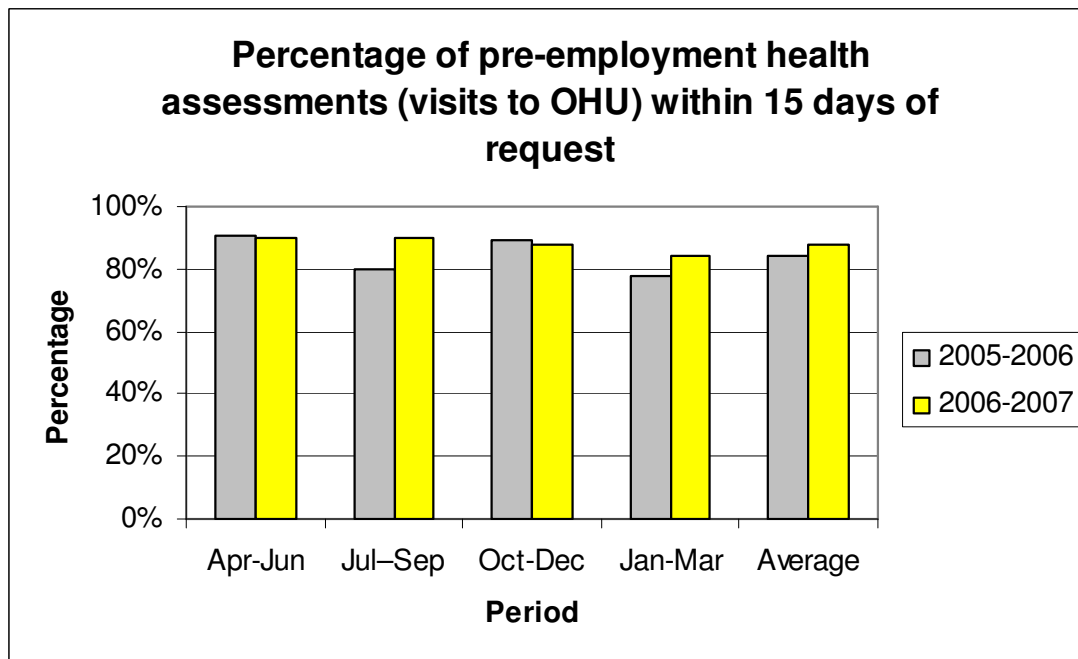
Percentage of pre-employment paper screens provided within 3 working days

	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Average
<b>2005-2006</b>	81%	67%	83%	84%	78.75%
		+14% compared to previous quarter	+16% compared to previous quarter	+1% compared to previous quarter	
<b>2006-2007</b>	88%	87%	89%	88%	88%
	+4% compared to previous quarter	-1% compared to previous quarter	+2% compared to previous quarter	-1% compared to previous quarter	



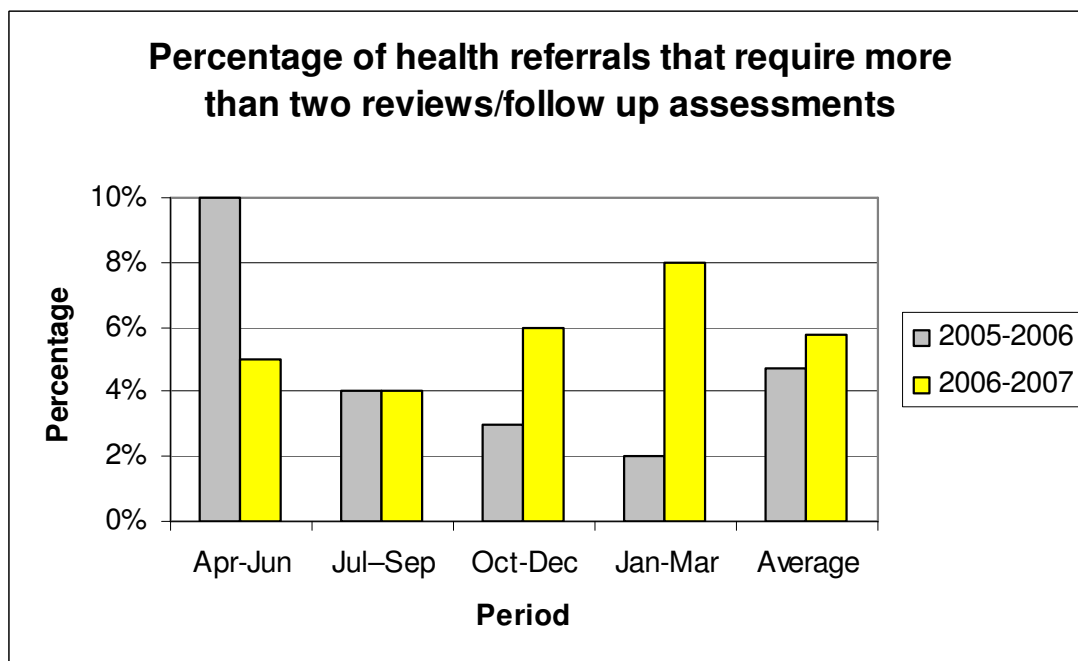
Percentage of pre-employment health assessments (actual visits to OHU) within 15 days of request

	Apr-Jun	Jul-Sep	Oct-Dec	Jan-Mar	Average
<b>2005-2006</b>	91%	80%	89%	78%	84.5%
		-11% compared to previous quarter	+9% compared to previous quarter	-11% compared to previous quarter	
<b>2006-2007</b>	90%	90%	88%	84%	88%
	+12% compared to previous quarter	No difference on previous quarter	-2% compared to previous quarter	-4% compared to previous quarter	



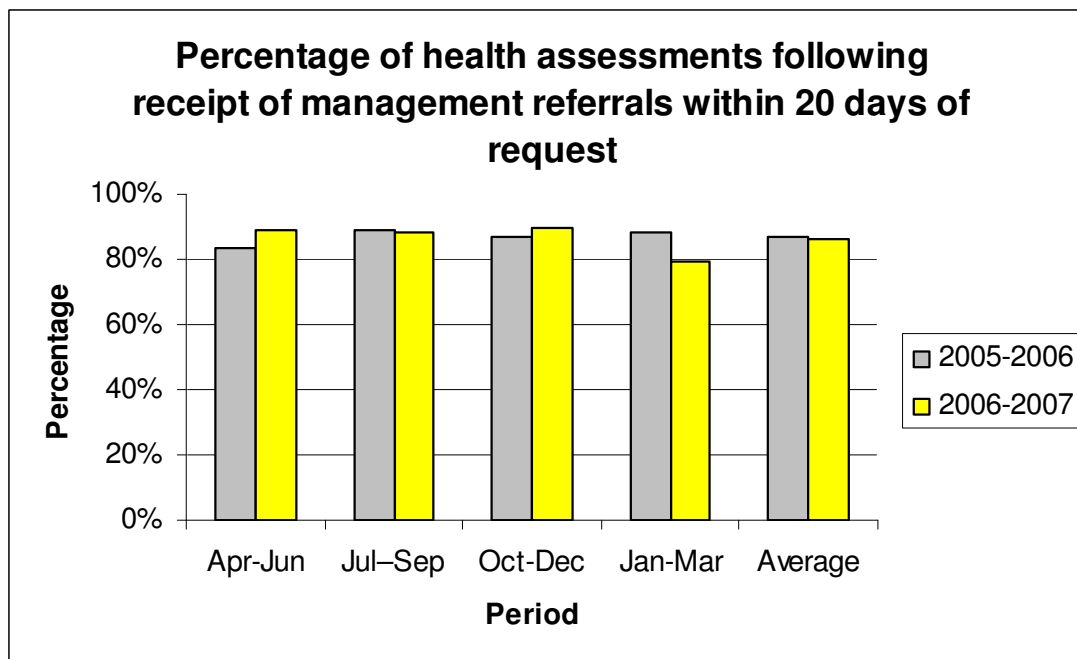
Percentage of management referrals that require more than two reviews/follow up assessments

	<b>Apr-Jun</b>	<b>Jul-Sep</b>	<b>Oct-Dec</b>	<b>Jan-Mar</b>	<b>Average</b>
<b>2005-2006</b>	10%	4%	3%	2%	4.75%
	-	-6% on previous quarter	-1% on previous quarter	-1% on previous quarter	
<b>2006-2007</b>	5%	4%	6%	8%	5.75%
	+3% on previous quarter	-1% on previous quarter	-2% on previous quarter	+2% on previous quarter	



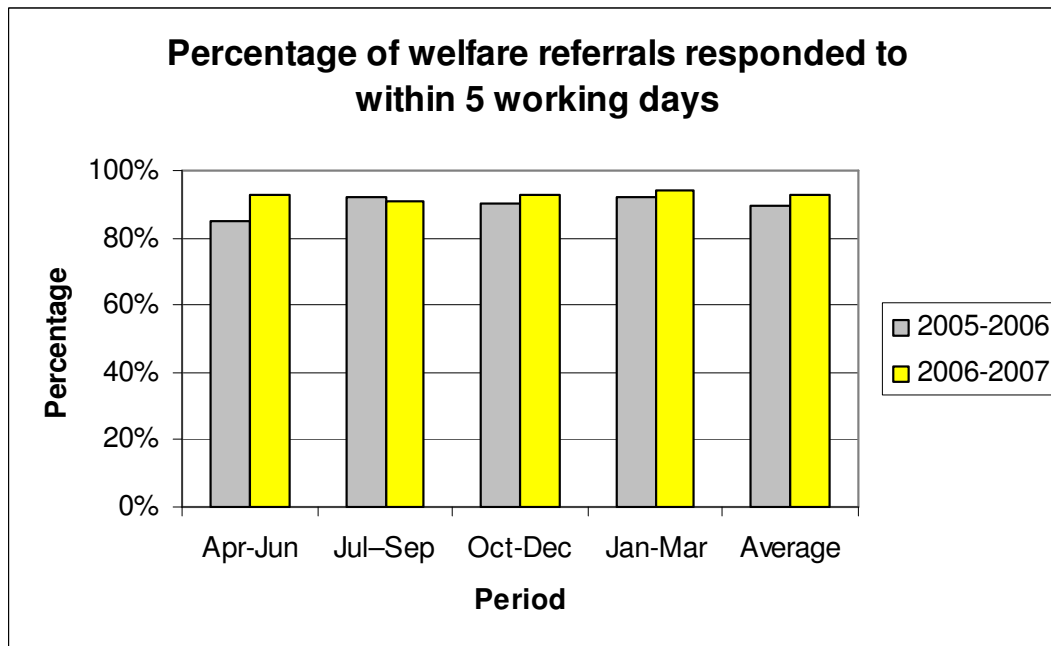
Percentage of health assessments following receipt of management referral within 20 working days of request

	<b>Apr-Jun</b>	<b>Jul-Sep</b>	<b>Oct-Dec</b>	<b>Jan-Mar</b>	<b>Average</b>
<b>2005-2006</b>	83.5%	89%	87%	88%	86.87%
	-	+5.5 on previous quarter	-2% on previous quarter	+1% on previous quarter	
<b>2006-2007</b>	89%	88%	90%	79%	86.5%
	+1% on previous quarter	-1% on previous quarter	+2% on previous quarter	-11% on previous quarter	



Percentage of welfare referrals responded to within 5 working days

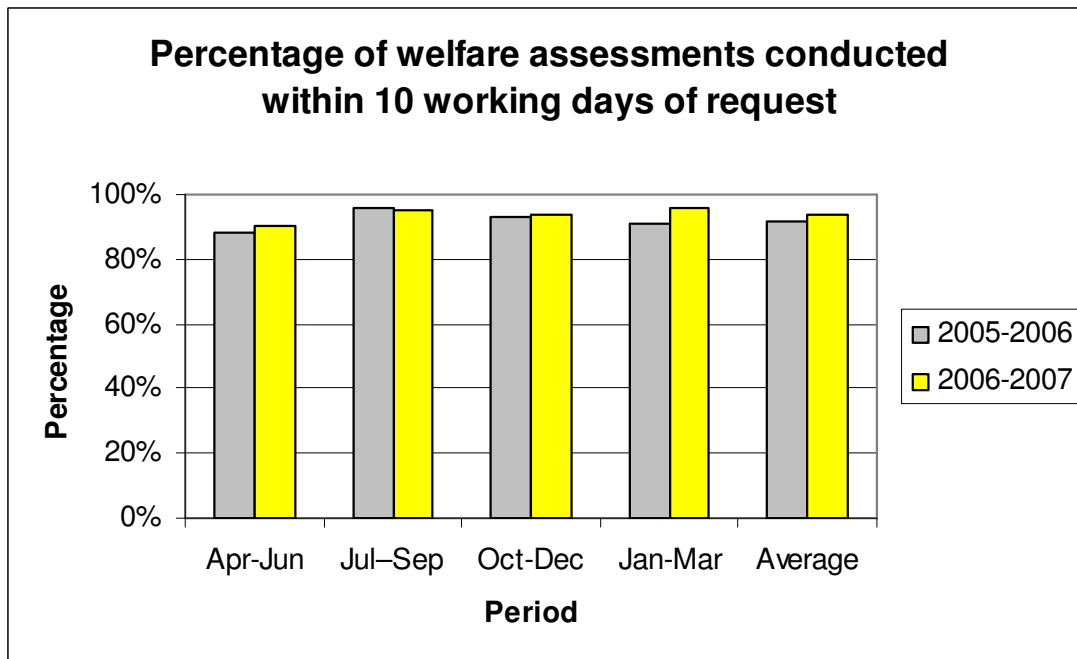
	<b>Apr-Jun</b>	<b>Jul-Sep</b>	<b>Oct-Dec</b>	<b>Jan-Mar</b>	<b>Average</b>
<b>2005-2006</b>	85%	92%	90%	92%	90%
	-	+7% on previous quarter	-2% on previous quarter	+2% on previous quarter	
<b>2006-2007</b>	93%	91%	93%	94%	93%
	+1% on previous quarter	-2% on previous quarter	+2% on previous quarter	+1% on previous quarter	





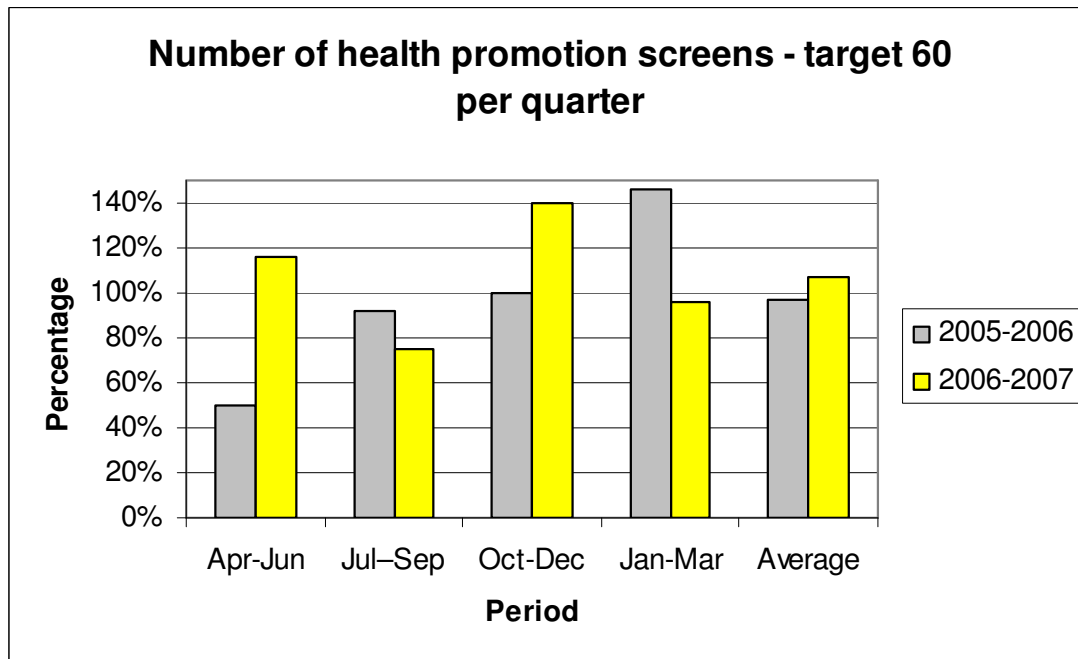
Percentage of welfare assessments conducted within 10 working days of request

	<b>Apr-Jun</b>	<b>Jul-Sep</b>	<b>Oct-Dec</b>	<b>Jan-Mar</b>	<b>Average</b>
<b>2005-2006</b>	88%	96%	93%	91%	92%
	-	+8% on previous quarter	-3% on previous quarter	-2% on previous quarter	
<b>2006-2007</b>	90%	95%	94%	96%	93%
	-1% on previous quarter	+5% on previous quarter	-1% on previous quarter	-2% on previous quarter	



Number of health promotion screens – target 60 per quarter

	<b>Apr-Jun</b>	<b>Jul-Sep</b>	<b>Oct-Dec</b>	<b>Jan-Mar</b>	<b>Average</b>
<b>2005-2006</b>	50%	92%	100%	146% (screenings offered above target)	97%
	-	+42% on previous quarter	+8% on previous quarter	+46% on previous quarter	
<b>2006-2007</b>	116%	75%	140%	96%	106.75%
	-30% on previous quarter	-41% on previous quarter	+65% on previous quarter	-44% on previous quarter	



Number of employees attending appointments for immunisations/vaccinations – target 30 per quarter

	<b>Apr-Jun</b>	<b>Jul-Sep</b>	<b>Oct-Dec</b>	<b>Jan-Mar</b>	<b>Average</b>
<b>2005-2006</b>	20%	66%	70%	92%	62%
	-	+46% on previous quarter	+4% on previous quarter	+22% on previous quarter	
<b>2006-2007</b>	94%	83%	206%	83%	116.5%
	+2% on previous quarter	-11% on previous quarter	+123% on previous quarter	-123% on previous quarter	

