

Report for: Overview and Scrutiny Committee, 17th December 2015

Item number:

Title: Key Achievements of the Workforce Plan

Report

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Ward(s) affected: All

Report for Key/

Non Key Decision: Non-key

1 Describe the issue under consideration

The Workforce Plan, attached as Appendix 1, sets out how we intend to create an agile workforce, which is skilled for the future, diverse, motivated and engaged to deliver for the people of Haringey. It is a three year plan which was developed alongside the Council's Corporate Plan and Medium Term Financial Strategy (MTFS) 2015-18.

The Workforce Plan is our mechanism for ensuring that the council has the right people, in the right places with the appropriate skills to deliver the priorities of the organisation. The Workforce Plan has been in place for six months and this report provides an overview of the key components and achievements so far.

A more detailed review along with agreed proposals for year 2 and 3 of the plan has been scheduled for the March 2016 committee. This information is also being presented to the Staffing and Remuneration Committee in March 2016.

In line with the request from Scrutiny and Overview Committee much of this report focuses on the work aligned to equalities.

2 Cabinet Member Introduction

Not applicable.

3 Recommendations

3.1 That the Committee note the summary details provided in relation to the Workforce Plan.

3.2 That the proposed equalities action plan attached at Appendix 4 be noted.

4 Reason for decision

The equalities report has been completed and the next stage will be to begin work on finalising the action plan, timetabling the activities and implementing the recommendations over the next three years.

5 Alternative options considered

As the Council is committed to improving equality practices there are no alternatives to consider as this report will be used as the starting point for making changes in the workplace culture and supporting Equality Act compliance.

6 Background information

6.1 The workforce plan is managed as a corporate programme with Senior Leadership Team (SLT) representation on the board. The plan impacts on the areas of pay, career management, wellbeing, performance and skills. The five main themes of the Plan are -

- 1) My Pay - Ensuring that your pay and benefits are fair and transparent
- 2) My Career - Opportunities to build your career in the direction you choose
- 3) My Performance - Conversations about the value you bring, where you are now and where you want to be
- 4) My Skills - Developing your skills and abilities through learning
- 5) My Wellbeing - Supporting you to keep healthy and well in the workplace

A review of the key deliverables for year one as published in the Workforce Plan is appended to this document at Appendix 2. Of the 22 activities identified 9 have been completed, 9 have been started but further work to embed change is required and 4 have not started. The latter will be part of the year 2 plan and probably in a different guise as our intention is to capitalise on the new learning technology platform (Haringey FUSE) implemented in October 2015.

6.2 Summary of key achievements

The launch of new values and brand (September 2015) – based on input from 500 staff. The values set an expectation that every employee will demonstrate these in everything they do. They are a key element in describing how the organisation works, how it responds, and provides a language to enable feedback as part of the performance management process. The values are not a standalone product and need to be embedded into the governance and business processes; for example the recruitment and selection process, Haringey STARS (staff recognition scheme), and threaded into our procurement strategy so partners and suppliers understand our expectations when delivering a service to our residents.

My Conversation: launched in April this new approach simplifies the appraisal process, refocusing the attention on having continuous quality conversations. My Conversation Map (see Appendix 3 for illustration), complements the new form and will be used to plot individual performance based on achievement of objectives and values and behaviours exhibited. The Map is currently being piloted by 400 plus staff in Public Health, Customer Services, Communications

and the Shared Services Centre. My Conversation Map will be introduced to all staff in April 2016.

Fuse is our new online learning platform (launched October 2015) and represents a new way of learning for Haringey by making use of social media type tools to share and discuss ideas. Fuse is a key enabler to a number of planned workforce initiatives in year 2 and 3 as it has the potential to offer a range of new and interesting ways to engage with staff such as polls, sharing videos and giving immediate feedback through online comments/likes which lets others and us know about the usefulness of the learning resources available.

Fuse also supports our current thinking around modern workplace learning and the principles of 70-20-10, which tells us that 70% of our development comes through experience, 20% from sharing and observing and 10% from formal courses.

Career support for staff that stay and leave: access to career tools available from smart devices and in-house career coaching for individuals.

Senior Manager Pay and Grading Review consultation completed in October 2015 and as a result whole system change will be implemented to the way reward is governed for this group. Generic role profiles for all tier two and three roles have been created and evaluated using Hay Group Guide Chart methodology.

Head of Service Review is in progress which has involved a complete review of all managerial tier 3 roles within the organisation with an aim to create a strongly defined group of managers with generic accountabilities. Seventy managers have taken part in a development programme which included development workshops and a 360 performance review in preparation for taking on the newly defined roles with increased accountability

Ethical entry schemes attracting 8 apprentices and 5 interns into paid employment for a fixed period. A further 9 apprentices are to be employed in November 15. As per the decision by Staffing & Remuneration Committee (January 2015), Interns are paid on a Scale 4 rate, and Apprentices are paid at National Minimum Wage (£6.50 per hour) for the first 6 months of their contract, rising to London Living Wage (£9.15 per hour) for the remainder of their apprenticeship. It should be noted that Apprentice pay rates will need to be revised in line with the newly instituted National Living Wage from April 2016.

We have also partnered with Haringey Education and Business Partnership in an Interview Skills programme, which gave more than 100 Year 11 students from Woodside and Northumberland Park schools the opportunity to experience and learn from a mock interview, which offered individual feedback to each student.

Developing the capability of our staff through the Haringey Academy which includes Faculties led by corporate leadership group (CLG) members. Each Faculty will offer and will provide career pathways linked to job families and professional development opportunities in skills we need in the future. We have

launched three faculties for Social Care, Programme and Project Management and Leadership and Management. There are three aspects to a faculty: follower, developer and fellow. Staff can browse (follow) faculty content on Fuse, apply for specific development (developer) and learn from experts (fellows). For example as part of the Leadership & Management Faculty we have developed 24 First Line Managers and trained 12 staff drawn from all levels of the organisation to become career coaches.

6.3 The Review of Equalities & Inclusion

The review was carried out following a request from Staffing & Remuneration Committee in September 2014.

The Council had identified that

- 1) it had an ageing workforce in middle and senior management levels;
- 2) there were very few young employees and few new recruits who were under 24;
- 3) that whilst BAME (Black, Asian and Minority Ethnic) employees occupy roles up to PO3, they were underrepresented in more senior roles at PO8 and over.

As a result, an external company – Employers Network for Equalities and Inclusion (ENEI) was procured with the remit of undertaking an equality & inclusion audit with recommendations regarding the Council's compliance to the Equality Act 2010, and then to present their findings and recommendations to the Committee.

The remainder of this report details the work that has been undertaken so far and provides the draft action plan for implantation of the recommendations. A copy of the final report provided by ENEI is attached at Appendix 5.

The recommendations and action plan attached at Appendix 4 were also considered by the Staffing & Remuneration Committee at their meeting on 14th December 2015.

6.4 The Equality & Inclusion Review Process

A small project team was set up to oversee the work of the review. The team comprised HR managers, Policy and Strategy officers and Trade Union representatives. Councillor Vanier also attended in her capacity as Cabinet Member for Communities. There were six main strands to the review

- 1) Stakeholder interviews with members of the Senior Leadership Team; with officers and with trade unions
- 2) A document review included policies, equality impact assessments, both completed documents and template guidance,
- 3) A review of the information on the Intranet
- 4) Details of training provided and numbers attending courses
- 5) Benchmarking against neighbouring councils
- 6) Survey of a random sample of staff from across the council

The work was carried out between May – August 2015 and the final report was presented to Staffing & Remuneration Committee on 14 September 2015. It was agreed that a draft action plan and details of the recommendations outlined in the report would be presented to the Committee's next meeting in December.

6.5 Workforce Data at 30 September 2015

The quarterly Equalities Scorecard is attached as an excel document at Appendix 6. The scorecard outlines the workforce profile as follows

- 1) The age, gender, disability and working time of employees
- 2) The number of employees within grade bands by age, by disability and by ethnicity
- 3) Recruitment and retention data, promotion, training and formal procedures data of employees by age, ethnicity and disability.

A summary of the data is as follows

Gender

The percentage of women in the Council's workforce has remained stable at 67%, (1809 people) of the workforce. The target of 50% of women in the top 5% of earners has been slightly exceeded as they form 51.1% of this group. This target has been achieved due the reduction of the workforce not as a result of recruiting more women to jobs in this category.

The ratio of women applying for Council jobs compared to men is 60/40 and this ratio follows through to the appointment stage, as the ratio of new starters is 64/36. Women are more likely to be promoted, attend training courses and take out a grievance. However, men are more likely to be disciplined with 51% of men being subject to disciplinary action compared to 49% of women.

Age

The average age of a council employee has remained stable at 47. Employees in the age range 45-54 are still the largest group in the workforce at 36%. The number of young people in the workforce reduced by two during the last quarter and employees under 24 are only 1.2% of the workforce. The Apprenticeship Programme may help to increase the number of young employees next year as the first cohort finish their apprenticeships in May 2016 and will then be able to apply for suitable vacancies across the Council.

Disability

Employees with a disability are currently 10.2% of the workforce. Over the last year 29 disabled employees left the Council's employment, the largest number (11 people) left due to redundancy although whether this was due to voluntary or compulsory redundancy is not recorded in these figures. 9 employees choose to resign with the remaining 9 leaving either due to retirement, dismissal or for another reason. Three people with a disability are in the top 5% of earners of a total disabled population of 274 employees.

Ethnicity

The number of BAME employees as a percentage of the total workforce is currently 53%. There continues to be a large drop in the BAME population

when the level of PO8 is reached as the percentage reduces from 41% of the workforce at PO7 to only 20% at PO8 or above. BAME employees are more likely to take out a grievance compared to other groups and to be the subject of disciplinary action. BAME employees are the subject of 74% all of disciplinary cases held. The action plan arising from the Equalities Audit will address these issues over the coming months.

6.6 Next Steps

The recommendations detailed in the final report have been grouped into themes to assist in the action planning progress. Grouping the areas will also assist in implementation, effective monitoring and will ensure that the actions are allocated to the correct business area.

The common themes used to collate the recommendations are:

- 1) Cumulative Analysis techniques and data
- 2) Equality Impact Assessments – process and support
- 3) Procurement processes and Contracted Out Services
- 4) Quality Improvement activities
- 5) Monitoring of progress and performance
- 6) Induction and development
- 7) Recruitment and retention

The recommendations will be formulated into an action plan to be agreed by a team of officers. The team will agree the allocation of activities, the timescale for implementation and the evaluation process.

Equality impact assessments will be used to monitor the effect of changes taking place across the organisation, either as a result of improved technology, workplace restructures or policy changes. Any adverse issues identified as a result will be identified and plans put in place to mitigate the effects where possible.

The final action plan will be monitored and regular update reports will be provided to the Workforce Board and to the Staffing & Remuneration Committee.

7 Contribution to strategic outcomes

The Corporate Plan, MFTS and Workforce Plan when read together describe the priorities which the council will pursue; the resources that will be available to achieve this as well as the capability and culture which the council's workforce will need to adopt in order to successfully meet the future challenges. The equalities review is a key element of the Inclusion & Equality Workforce Objectives for 2015 – 18.

8 Statutory Officers' comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities

- 8.1 The Chief Finance Officer has been consulted over the contents of this report and confirms that the resources to deliver the 3 year workforce plan have

previously been identified. Funding for any additional costs arising from the Equalities & Inclusion action plan will need to be identified as and when these arise.

8.2 There are no legal implications arising from this report.

9 Use of Appendices

Appendix 1- Workforce Plan

Appendix 2 - Review of Year 1 Deliverables

Appendix 3 – My Conversation Map

Appendix 4 - Draft Equality & Inclusion Action Plan

Appendix 5- Final Equalities Report from ENEI

Appendix 6 - Equalities Scorecard (July – September 2015)

10 Local Government (Access to Information) Act 1985

N/A