



Haringey Council

[No.]

Agenda item:

General Purposes Committee

On 29th Sept. 2008

Report Title: **People Strategy for Haringey Council 2008-2016**

Forward Plan reference number (if applicable):

Report of: **Assistant Chief Executive: People and Organisational Development**

Wards(s) affected: **N/A**

Report for: Decision

1. Purpose

- 1.1 This report seeks GP Committee's approval to the People Strategy 2008-16 and its Action Plan.
2. The People Strategy sets out our vision for the development of our workforce and the organisation. The strategy builds on the results of the organisational and people management activities and plans of the last five years. It is designed to build on these achievements and ensure that we continue to manage, develop and deploy our workforce to best effect.

3. Introduction by Cabinet Member.

This report represents a review of the current Pay and Workforce Plan and HR Strategy and the various development plans that the council has operated. It recognises that our staff are our most valuable asset and is designed to make the best use of our staffing resources. I recommend this strategy to General Purposes Committee for approval.

4. Recommendations

- 4.1 CEMB are asked to:
 - Agree the vision and People Strategy set out in this report
 - Agree the Action Plan for delivering the People Strategy
 - Monitor the implementation of the Action Plan every six months

Report Authorised by: **Stuart Young, Assistant Chief Executive, People and Organisational Development**

Contact Officer: **Philippa Morris, Corporate Head of Organisational Development (ext. 7630)**

5. Chief Financial Officer Comments

- 5.1 The Chief Financial Officer has been consulted on the contents of this report and notes that the cost of delivering the strategy is expected to be met from within existing cash limits.
- 5.2 The successful delivery of the strategy will support achievement of efficiency targets associated with a number of other programmes and strategies some of which are outlined in paragraph 9.

6. Head of Legal Services Comments

5.1 The Head of Legal Services has been consulted on the content of this report and comments that there are no specific legal implications arising from the recommendations.

7. Local Government (Access to Information) Act 1985

6. EXECUTIVE SUMMARY

6.1 The People Strategy is designed to:

- ensure that the council makes best use of its people in order to deliver the Community Strategy and Council Plan and improve its overall performance.
- bring together and/or replace a number of time-expired strategies (e.g. the HR, Pay and Workforce, OD and Internal Communication strategies)
- drive the yearly People Planning process.

6.2 The strategy was developed over a six month period. Over 250 managers and staff – through focus groups, questionnaires and interviews – contributed to its development. The People Strategy project team also researched and analysed changes and trends affecting the local government workforce nationally, within London and as an organisation.

6.3 The strategy is intended to shape the Council's organisational and workforce responses to a range of challenges including:

- Comprehensive Spending Review and the need to do more with less
- White Paper guidance on local leadership and place shaping
- Ageing local government workforce; Creating sustainable employment for all communities; Building capacity, particularly in areas such as change management, BPR / OD
- Employee engagement and changing models of service delivery

6.4 The overall vision for the People Strategy is: One **Council** – Success through People
The strategy sets out a package of measures the aim of which is to:

1. enhance the adaptability, flexibility, diversity and responsiveness of our workforce
2. develop pathways into employment for identified sections of the local community in partnership with key stakeholders and partners
3. maintain an organisational culture of learning and success driven by our values of service, integrity, improvement, passion and working together as one council
4. enhance our people management policies, frameworks and tools to manage and sustain first-rate people and service performance

The strategy has been developed using seven themes to focus our priorities, inform where activity is best concentrated and to generate detailed action plans:

- Leadership
- Innovation
- Collaboration
- Ways of Working
- Great Place to Work
- Excellent People Management and Development
- Workforce planning, mapping and shaping

Appendix A: People Strategy main document

Appendix B: People Strategy Action Plans

Appendix C: high level map of how the strategy fits together.

Appendix D: People and OD Scorecard

Appendix E: Context and consultation informing the people strategy

7 Analysis

Haringey's People Strategy 2008-16

7.1 INTRODUCTION

Haringey Council is a large complex organisation. We employ over 7,000 employees and deliver more than 700 services to the people who live and work in the borough. We are the largest employer in the borough, and some 46 per cent of our employees are Haringey residents.

The Local Futures *State of the Borough Report 2007* suggests that Haringey faces many opportunities and many challenges.

The opportunities are great. Haringey Council has a large, diverse workforce committed to delivering outstanding services to the communities and public we serve. Our staff are proud of the work they do, proud to be part of an organisation ranked as a 3 star council and considered by 70 per cent of our residents as 'doing a good job'. Our employees are creative, experienced and motivated.

The challenges are wide-ranging. The pace of change in Haringey is fast and proactively managed. The details of how we are leading this change and delivering on our ambitions are outlined in Haringey's Community Strategy and the Council Plan. Service business plans and our major cross cutting strategies and programmes make clear the finer details.

The People Strategy is central to our plans for how we take the organisation forward. It sets out the Council's intentions for the development of the organisation and its individual employees over the next eight years. The delivery and sustaining of excellent, efficient and cost effective services is central to every aspect of the strategy.

The People Strategy will change over time because of external influences, changes in political priorities, workforce demographics and stakeholders' views. It will provide a framework upon which to achieve our immediate & long term people management aims, ensuring we deliver the best services to all of our communities. Our longer term ambition is to share, update and implement the People Strategy with our key stakeholders and partners.

8 THE PEOPLE STRATEGY

8.1 The Aim

The People Strategy sets out our vision for our workforce: it outlines how the council plans to maintain and develop the workforce and the organisational culture we need to live our values and deliver the council's vision and priorities.

8.2 Haringey Council and its workforce: current position.

Over the last five years the organisation has made enormous progress in improving the efficiency, effectiveness and performance of the services it delivers. Government inspectors now rate the council as a three star authority - and satisfaction with council services continues to increase. According to the results of the latest annual residents' survey the council is performing better than the London average in many areas with:

- 70 per cent of respondents saying the council is doing a good job and making the borough a better place to live, compared to London figures of 67 per cent and 64 per cent.
- 74 per cent saying the council keeps them informed, up seven per cent, and 10 per cent better than the figure for London.
- 58 per cent saying the council is efficient and well run, up 10 per cent and that 80 per cent of residents agree that Haringey is a place where people of different backgrounds get on well together.

The Haringey workforce is characterised by a commitment and enthusiasm for providing excellent services to the people of the borough.

Our workforce comprises both highly skilled (NVQ level 4 and above) and poorly skilled workers (below NVQ level 2). The turnover rate is 14.5 percent; 47.5 percent of the workforce works part time; 44 percent of the workforce is aged 45 and above; and 73 percent of the workforce is female.

The 2007 Investors in People (IiP) assessment found that staff feel well informed of what is going on and 'included in the decision-making process of how they and their team could achieve better performance'. The IiP assessor also found an:

- exceptionally strong culture of learning and development throughout all parts of the Council - irrespective of whether people are in a relatively senior management position or relatively junior members of the team.
- a strong focus on providing excellent service to customers .. and truly embedded within the culture of the Council
- a good understanding of the Council's key priorities
- and a constructive relationship between the Council and the union representatives.

8.3 Where do we need to be?

As an organisation the government and our tax payers expect us to do more with less and continue to improve the efficiency and effectiveness of the services we provide. We need to respond appropriately to rising customer and citizen expectations –and be fully aware of how the services we deliver are perceived. We need to continue working with our partners to integrate services around citizens' needs and preferences. We are charged by government to be community leaders, place-shapers and strategic leaders.

We cannot deliver on our priorities without the right direction, workforce or resources in place. We need, as a council, to continue to deliver whole organisation change and service improvement and ensure that there is clarity, consistency and co-ordination of our staff engagement and communication activities. We need to continue to maximise the benefits of having a committed, capable and skilled workforce.

Over 250 managers and staff at all levels and from all parts of the organisation were consulted for their views about Haringey council's organisational and workforce strengths – and areas where change and development are most needed. This consultation was set against analysis of changes and trends affecting the local government workforce nationally, within London and as an organisation.

8.4 How do we plan to meet the Challenges ahead?

In order to meet the challenges ahead and deliver both our council and community strategy priorities we plan to achieve four major outcomes over the next eight years.

8.4.1 We will:

- enhance the adaptability, flexibility, diversity and responsiveness of our workforce
- develop pathways into employment for identified sections of the local community in partnership with key stakeholders and partners
- maintain an organisational culture of learning and success driven by our values of service, integrity, improvement, passion and working together as one council
- enhance our people management policies, frameworks and tools to manage and sustain first-rate people and service performance

8.4.2 Success will be a workforce and an organisation:

- with exceptional individual, organisational, leadership and partnership capabilities
- which supports the learning, behaviours and skills required to deliver and sustain excellent efficient, effective and citizen focused services

- that is fully representative of our diverse communities at all levels
- that engages and involves staff in the decisions that affect their work, enables people to contribute their ideas, and values their successes
- works collaboratively to develop and lead partnership working and respond to the opportunities and demands on both us and our partners locally, regionally and nationally
- sees co-production as fundamental to the delivery of improved services and effective outcomes
- builds and strengthens Member/Officer relationships

8.4.3 The overall vision for the People Strategy is:

One Council – Success through People

8.4.4 **Key themes:**

This strategy has been developed using seven themes to focus our priorities, and inform where activity is needed to generate detailed action plans.

Stream Themes	What does it mean	Measured by:
1. Leadership	We have visible and ambitious leadership from officers across organisational boundaries empowering the workforce to respond to current and future challenges.	People and OD Scorecard including: <ul style="list-style-type: none"> • Employee satisfaction and engagement surveys • HR/OD performance • Corporate Social Responsibility Indices: model employer for greening the workplace; commitment to diversity; providing pathways into work • Citizen / Customer satisfaction levels for staff friendliness ...)
2. Innovation	We encourage, challenge, recognise and reward innovative ways of doing things and this plays a fundamental role in supporting the delivery of efficient, effective and citizen focused services.	
3. Collaboration	We break down silos within the organisation to encourage true one-council working. We involve citizens and partners in managing, shaping and delivering quality services	
4. Ways of Working	We develop the capacity of the organisation to get the best out of our people and to support continued and sustained improvement in performance	
5. Great Place to Work	We promote Haringey as a place where people want to work. We want to attract, reward and retain a wide range of talented staff whose makeup is representative of the community we serve.	
6. Excellent People Management and Development	We set high standards for managers and staff, develop the talent of the organisation and equip staff with the skills they need to deliver. We hold ourselves to account for our performance and what we do and what we deliver.	
7. Workforce planning, mapping and shaping	We ensure the council has effective succession and workforce planning in place to meet current and future challenges	

8.5 The Approach

The People Strategy is shaped and informed by Organisational Development; Human Capital Management; Investor in People, employee engagement and management theory and best practice

8.5.1 Organisational Development (OD) and strategic Human Capital Management principles have guided the strategy's approach to people, improvement and change. (1)

- 8.5.2 The principles of the Investor in People standard and the idea that service improvement is delivered by developing people to meet business objectives, has been and will be used to both shape and benchmark key strands of activity.
- 8.5.3 Employee engagement theory suggests that engaged employees perform better than others, are more likely to recommend their organisation to others, take less sick leave and are less likely to quit (on average it costs £6k to recruit someone into the organisation). They are also more likely to treat customers in ways that positively influence customer satisfaction.^(2 1)
- 8.5.4 The two most important drivers of employee engagement relate to internal communications – specifically a) the opportunities to feed upwards and b) feeling well-informed about what is happening in the organisation. In order to support the delivery of the People Strategy, we propose that engagement and communication activities will include;
1. shaping (and repetition) of key messages clarifying what the organisation aims to achieve and what this means to the people who work for the organisation
 2. promotion of a culture of openness, listening and feedback promotion and use of the competencies (behaviours) that support effective communication
 3. communications systems, channels and frameworks including senior management ‘walk the talk’ activities and listening events, Harinet, smart-talk newsletters, team celebrations and business planning days; team briefing meetings, large and small staff events, focus groups
 4. surveys (communications audits and whole organisation surveys) and performance matrixes
 5. branding and targeting of key messages to identified stakeholder groups
 6. evaluation and review including assessment of VfM and return on investment
 7. the development of an annual internal communication plan
- 8.5.5 Overall our approach has therefore been to make the People Strategy:
- a single coherent strategy, not an accumulation of disparate strategies;
 - specific, realistic, achievable ...and integrated into the council’s approach to organisational and people management - not an add on
 - focus on improvements that will have the biggest impact and enable us to continue developing our capacity in areas fundamental to achieving the vision;
 - engage key stakeholders – including leaders, staff and partners – and enthuse them to create and sustain change;
 - fully incorporate strategic human resource and internal communication issues.
- 8.5.6 The strategy will:
- bring together and or replace a number of time expired strategies (such as HR, Pay and Workforce, OD and Internal Communications strategies) in one strategic plan
 - drive the yearly People Planning process
 - be updated at regular intervals

The strategy is not intended to document all organisational or people management activities, but focuses on the priorities that will make the biggest difference to our performance.

(1 & 1) OD involves both 'hard' and 'soft' issues. The 'hard' issues for OD are strategies and policies, structures and systems. The 'softer' issues in the main are developing appropriate skills, behaviours and attitudes, culture and a style of leadership that will enable the organisation to achieve optimum performance.

Employers Organisation

(2) Excellent council's employees are more likely to feel engaged in the work they do than poorly performing councils. Excellent councils are also better than poorly performing councils at listening to staff and making them feel part of things (Mori).

8.5.7 **Dependences and links to other strategies and plans**

The People Strategy will both support, enable and intersect with the delivery of aspects of:

- Achieving Excellence Programme.
- Use of Resources Action Plan
- Customer Focus Strategy
- Accommodation Strategy
- Communication Strategy
- Business and People Plans

Haringey Council Workforce Plan 2006-2009: The People Strategy supersedes this document and the [forward.programme@haringey](#) and the Human Resource Strategy 2004-7 which between them identified the key issues and challenges that the council needed to address for its workforce to deliver the council's vision, priorities, and values.

Children's Workforce Strategy: The People Strategy will complement and inform a number of other workforce strategy documents including *Working to Change Lives* : The Haringey Children and Young People's Workforce Strategy. This sets out a strategy for the development of the children and young people's workforce in Haringey.

The People Strategy will demonstrate a strategic approach to workforce planning in line with the proposed **Use of Resources Assessment** and it fully supports the delivery of the Community Strategy, Council Plan, the LAA (see para 8.3)

8.5.8 **Implementation and monitoring**

The implementation of the People Strategy will be about:

- making sure actions are delivered within timelines and at regular intervals.
- modelling Haringey Values – its ways of working - through all the activities needed for effective implementation – the co-ordination, resourcing, monitoring and evaluation and reporting.
- Shared delivery and ownership of the Strategy at CEMB, Corporate and Business unit levels.

And it will depend on:

- People – ensuring people lead and model expectations around changed behaviour e.g. showcasing the work of individual teams in internal communications;
- Policy – ensuring the 'rules' are used to support change e.g. embedding Haringey values and competencies into everything we do
- Process – processes are introduced to build expectations for change and support the delivery of goals

In doing so we need to be both opportunistic and alert to risks; a major one being that this strategy will be seen as an end in itself rather than a vehicle for supporting continuing change.

The implementation process needs to explicitly build in opportunities for challenge from internal and external sources. Members, staff, peers, partners all need to be involved.

Managing and co-ordinating implementation of this strategy will require CEMB involvement and getting the right balance of senior leadership, team and individual responsibilities.

Implementation will need to:

- be cross cutting and allocate appropriate responsibilities to members, senior managers, team leaders and individuals
- provide opportunities for shared learning and development;
- manage the tension between evolving strategy and delivery of the action plan.

8.5.9 Governance

The success of the strategy will require clear lines of accountability and reporting. Monitoring and evaluation at qualitative and quantitative levels will be wide, varied and appropriate to the needs of the individual objectives contained within the action plans.

- CEMB will be responsible for the overall management, development, implementation and evaluation of the strategy. This CEMB will receive reports from OD to agreed timescales.
- HR, OD and Member Services will promote, monitor and review the strategy.
- General Purposes Committee will receive regular reports from the OD on progress.
- HR Business Partners will be responsible for promoting the strategy within Directorates and ensuring, with senior managers, that business unit People Plans reflect and inform the development of the People Strategy in future years.
- CEMB will have ongoing responsibility for developing, monitoring and evaluating progress and receive progress reports at the achievement of key milestones.

9 FINANCIAL IMPLICATIONS

The Director of Finance has been consulted during the preparation of this report. Efficiency impacts on the workforce and people management in three ways. All councils, including Haringey, will need to:

- ensure that our people are managed in ways that achieve optimum performance, productivity and efficiency.
- take into account the impact on the workforce of any measures to improve cost effectiveness and efficiency. For example, moves to share services, outsource functions, and job reductions
- ensure that our HR and OD functions work effectively and efficiently. We need to demonstrate effectiveness as part of the requirement to improve efficiency in all that we do.

The People Strategy does this and sets out an ambitious programme of activity to ensure that the council makes best use of its people to order to deliver the Community Strategy and Council Plan priorities. The People Strategy, by prioritising and targeting investment will help ensure that we maximise the efficiency, effectiveness and performance of the organisation and its workforce.

We anticipate that the cost of delivering the strategy will be **largely** met from within current existing budgets (People and OD; Performance, Policy and Communications). This will need to be fully costed once GP have agreed the strategy in principle – and thereafter reviewed annually as part of the Business Planning process.

10 EQUALITIES AND DIVERSITY IMPLICATIONS

A full equalities impact assessment was carried out in August 2008 and found that overall, the actions proposed in the People Strategy should have positive equalities outcomes for all groups in the Council's workforce.

Haringey scores high on Best Values Indicators that measure employment outcomes for women and ethnic minority employees. With the percentage of women in the top 5% earners (BV11a) of 53%, of ethnic minorities top 5% earners (BV11b) of 19% and a workforce with 45.7% from B& ME backgrounds (BV17a), Haringey ranks in the top third of local authorities on all three of these indicators. The percentage of staff declaring they are disabled (BV16a) (currently 6.6% an increase of over 2% since the previous year).

However, improvements will be needed on other strands of equality.

- Under representation of younger people (5% of staff compared to 10% 18-25 year olds in the Haringey population)
- We are just starting to monitor sexuality and faith in workforce.
- We need to monitor success rates of employment candidates by the six equalities strands (age, disability, ethnicity, faith, gender and sexuality)

The strategy includes an action plan that responds to the need for the improvements identified above. The actions include:

- Redeveloping Harinet to ensure accessibility standards continue to be met;
- Ensuring equalities impacts are assessed within the Smart Working programme and that the correct equipment and policies are in place to support a variety of staff needs;
- Reviewing HR policies and procedures to ensure applicability to all groups;
- Continued implementation of single status ensuring equality of pay and conditions for all groups;
- Ensure learning and development activity run through ODL continues to take account of equalities needs;
- Continued evaluation and delivery of equalities training and network events;
- Improve quality of HR reporting and monitoring information by ensuring it meets equalities requirements, including a cross-Council census to improve data. Subsequent monitoring of equalities data and making this an integral part of the workforce planning process.

Barriers such as the age of the local government workforce and the level of worklessness within the local population cannot be removed, but the strategy intends to reduce the impact of these factors through:

- Development of a 'skills for life' programme focussed on increasing basic skill levels to help people progress in their career;
- Continued running of the Haringey Guarantee scheme to encourage local people into work;
- Continued running of the graduate programme, 'Aiming High' and the development of additional talent management activities to support greater representation of younger age groups within the workforce;
- Creating pathways into employment through ensuring a skills development and knowledge transfer element to all contracts with external providers.

Extensive consultation was carried out on the draft strategy between August and October 2007 through focus groups of senior and middle manager and through a random sample group of 200 staff from all levels of the organisation. The issues raised during consultation have been incorporated into the final draft and feedback given to the focus groups and wider through reports to various corporate and directorate level bodies. A wider programme of communication to the workforce is planned after the strategy has been approved by the

Cabinet, expected by the end of August 2008. The strategy will be delivered through the People Strategy Action Plan which includes details of actions to be taken and their intended outcomes, including equalities outcomes. Monitoring of implementation and outcomes will be carried out through the Chief Executive's Management Board at agreed timescale.