

Haringey Council People Strategy 2008-16

One Council – Success through People

Haringey Council: People Strategy 2008-16

Foreword from the Chief Executive

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 deliver the council's vision, values and priorities.

This strategy sets out how we foresee the challenges facing Haringey Council in the management of the organisation and our people over the next eight years – and how we intend to respond to these challenges.

There are four over arching priorities that will challenge us in the short and long term. We aim 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

This strategy is ambitious in the changes it promotes. Haringey Council has much to be proud of in its response to change. Although the strategy looks towards how things might be in 2016 we have to begin to make changes now. CEMB has agreed an Implementation Plan that sets out seven work streams with key outputs and timelines against which we will measure and report progress. This is included as an appendix to this strategy and I very much look forward to working with colleagues and other partners to ensure that we reap the benefits of this work to make Haringey Council an organisation 'we are all proud of'.

Haringey Council: People Strategy 2008-16

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3. Executive Summary

The People Strategy is designed to ensure that Haringey Council makes best use of its people in order to deliver the Community Strategy and the Council Plan and improves its overall performance. The People Strategy brings together and/or replaces a number of time-expired strategies (i.e. the HR, Pay and Workforce, OD and Internal Communication strategies). It will drive the yearly People Planning process.

The overall vision for the People Strategy is: One Council – Success through People

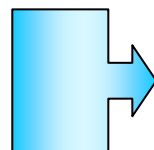
The strategy sets out a package of measures the aim of which is to:

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. These will be measured by the People and Organisational Development scorecard which addresses four areas of employee related performance.

Work Stream Themes

1. Leadership
2. Innovation
3. Collaboration
4. Ways of Working
5. Great Place to Work
6. Excellent People Management and Development
7. Workforce planning, mapping and shaping



Measured by

People and OD Scorecard

- Employee satisfaction and engagement surveys
- Corporate Social Responsibility Indices: model employer for greening the workplace; commitment to diversity; providing pathways into work
- Resident / Customer perception/satisfaction

The strategy shapes 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
- Creating sustainable employment for all communities
- Building capacity, particularly in areas such as change management, Business Process Redesign and Organisational Development
- Changing models of service delivery
- Employee engagement and the belief that successful organisations are characterised by four characteristic of discipline, support, trust and stretch, rather than compliance, control, contract and constraint

The strategy was developed between 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.

4. Introduction

The People Strategy sets out our vision for our workforce. The People Strategy outlines how we plan to maintain and develop our workforce and develop the organisational culture we need to deliver our vision, values and priorities. Overall our approach has 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, change, employee engagement and internal communication issues.

The strategy will drive the yearly People Planning process and be updated at regular intervals. It replaces a number of time expired strategies (such as HR, Pay and Workforce, OD and Internal Communications strategies) in one strategic plan.

The strategy is not intended to document all organisational or people management activities, but focus on the priorities that will make the biggest difference to our performance. It complements and informs a number of other workforce strategy documents including those for the adult social care sector workforce and the Haringey's children and young people's workforce. In particular it will enable the delivery of the Council Plan and the Use of Resources Action Plan; Achieving Excellence Programme; Smart Working and Accommodation Strategy; and the council's Communication Strategy.

The People Strategy aims and objectives have emerged from a range of consultations and dialogues with managers and staff across the organisation. We have distilled these into four overarching priorities which we will deliver through seven strategic streams of work. The council's values are central to every aspect of the strategy.

	Our Way of Working	Overarching Priorities	Work Stream Themes	Measured by
One Council: Success through People	Service: we work for the good of all our diverse communities	1. To enhance the agility, flexibility, diversity and responsiveness of our workforce	1. Leadership 2. Innovation 3. Collaboration 4. Ways of Working 5. Great Place to Work 6. Excellent People Management and Development 7. Workforce planning, mapping and shaping	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 ...
	Integrity: we keep our promises	2. To develop pathways into employment for identified sections of the local community in partnership with key stakeholders and partners		
	Improvement: we strive for excellence	3. To maintain an organisational culture of learning and success driven by our values of service, integrity, improvement, passion and working together as one council		
	Passion: we are passionate about our work and proud of what we do	4. To enhance our people management policies, frameworks and tools to manage and sustain first-rate people and service performance		
	One council: we deliver by working together			
← Enablers →				← Results →

5. Looking Back – What have we achieved

Over the last eight years the council 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 continue 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.
- 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. HR Strategy 2004-7 delivered many successes. These include:

- Clearly defined organisational values (our ways of working).
- a new Competency framework to describe the behaviours staff need to be effective in work. And we introduced a new Performance Appraisal framework to assess staff performance.
- In May 2006 we started Agency worker contract, which has achieved £2m of savings and reduced agency staff from over 2000 to under 1000.
- We achieved Investors in People accreditation and successfully retained it under a tougher assessment regime.
- Staff benefits programme including child care vouchers, discount shopping/ days out, financial planning advice, on sight eye care clinics.
- An award winning Recruitment contract to handle advertising and application response handling (with seven London boroughs)
- We improved our redeployment processes and successfully redeployed 85 people and saved the council £500k in redundancy and recruitment costs.
- We developed a set of Management Standards to outline the expected performance of managers.
- We developed a successful Leadership Programme for the councils managers.
- We ran a number of successful staff and senior manager events and seminars
- We successfully negotiated, over the course of 2 years, an Equal Pay and Conditions package with our unions to ensure we pay our staff fairly.
- We revised and improved a number of employment policies and procedures including the staff Code of Conduct, Disciplinary Procedure, Recruitment Policy, Redeployment process, Flexible Working policies, Maternity and Adoption pack and introduced Flexible Retirement.
- We improved Black & Minority Ethnic representation from 45.7% to 48.4%
- We improved Disabled staff representation in the workforce from 1.9% to 4.6%.
- We introduced a Health for Life programme to promote healthy living and exercise, and we introduced Quit Smoking campaigns.

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.

6. Context for the People Strategy

National Context: As a council, government and tax payers expect us to do more with less and continue to improve the efficiency and effectiveness of the services we provide. We will need to work closely with partner organisations to integrate services around citizens' needs, to offer greater choice and personalisation. In doing this our relationship with our citizens will change – with more empowerment and co-production of services.

Haringey Context: The people who live in Haringey come from many different ethnic backgrounds and bring cultural diversity and vitality to the borough. Haringey has about 224,500 residents and around half come from minority ethnic backgrounds. The population is young and growing, over half under the age of 35- above both the London and England averages. Between 1991 and 2001 the population grew by 8% and is projected to grow by a further 23% to reach over 270,000 by 2031. This growing population presents opportunities, but also challenges. The borough ranks as one of the most deprived in the country with pockets of extreme deprivation more evident in the east.

Worklessness remains an issue in Haringey with around 50,000 residents of working-age registered as not in work. Despite recent improvements in the employment rate for the borough, at 66.2%, it remains significantly below the England average of 74.4%.

The community has told the council and its partners what it wants Haringey to be like in 2016. The Sustainable Community Strategy sets out the communities ambitions for the borough which are reflected in the Council Plan vision (a council we can all be proud of) and five priorities:

- Making Haringey one of London's greenest boroughs
- Creating a Better Haringey: cleaner, greener and safer
- Encouraging lifetime well-being at home, work, play and learning
- Promoting independent living while supporting adults and children when needed
- Delivering excellent, customer focused, cost effective services

Haringey Council: our workforce: The Council employs approx 6985 people (excluding teachers and casual staff), making it the largest employer in the borough. Most employees live locally. The turnover rate within the council is in line with the London average at 14.6%. The percentage women in the top 5% earners is 54.2% and the percentage of Black, Asian and Minority Ethnic (BAME) staff within the top 5% earners is 18.2% (top quartile performance). Slightly fewer than 45 percent of the workforce are from BAME backgrounds.

Our workforce comprises both highly skilled (NVQ level 4 and above) and poorly skilled workers (below NVQ level 2). 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. 4% of staff are aged under 25 compared to 15% in the whole economy. Our sickness absence level is just under the London borough average at 9.0 sick days per employee.

The three best aspects of working for the council cited by employees are a) satisfaction from doing a worthwhile job whilst working with an ethnically diverse group of colleagues, citizens and clients; b) good opportunities for development; and c) flexible working conditions. The biggest workforce challenges cited by employees are finding and retaining the right people; ensuring staff feel valued and engaged; and encouraging innovation. Managers considered the biggest challenges to be a) developing staff skilled and confident in what they are required to do; introducing a more flexible and fluid approach to job roles; and better access to and sharing of evidence of customer/citizen needs.

7. Haringey Council: What we are seeking to achieve by 2016

The People Strategy will support the continued development and embedding of the council's values, vision and priorities. The strategy will also ensure that we have the right direction and the right sort of workforce to build on our successes and meet the challenges ahead.

We need to ensure we maximise the benefits of having a committed and diverse workforce. To achieve more with tighter resources our workforce needs to be both skilled and productive. We will continue to maximise our employees' performance and introduce new technology and new ways of working. Our current leadership styles will need to change to manage this more flexible, adaptive and fluid workforce.

To meet the needs and expectations of the communities we serve we will need to integrate services around citizens' needs, and offer greater choice and personalisation. We will do more to join up front line services and seek to integrate of back and front office functions. We will need to help create markets - and regulate and quality assure new forms of service delivery. Citizen focus will inform all that we do in our community leadership and governance roles; as commissioners and regulators of services; as service providers and service enablers.

As community leaders we will need to work collaboratively to develop and lead partnership working and respond to the opportunities and demands on both us and our partners locally, regionally and nationally. Any move away from being a direct provider of services to being a strategic commissioner is likely to lead to the setting up of new partnerships and shared service arrangements with the partner, private and voluntary sectors. This will impact on work processes and job roles - with people managed within new performance management and contractual arrangements; information and knowledge – its shaping, management and use; workforce planning and development to better anticipate where new or additional jobs will be required, where jobs will no longer be needed, where we can provide training opportunities to support our employees to avoid unnecessary redundancies. Engaging staff positively in these changes will be key.

A retained focus on continuing professional development and the slow raising of the skills bar will be essential for the delivery of excellent services through a workforce that is skilled and confident; works to agreed and uniform standards; and is fully representative of our diverse communities at all levels. Attracting, developing and retaining talent will remain a priority. We will seek to attract and keep the best people by means of effective workforce planning and pathway schemes, investing in the skills and development of employees, and building our reputation as a great place to work. As the largest employer in the borough we have proudly modelled the way on issues of equalities and diversity and enthusiastically commence a 'greening' of our work places and travel plans. In the months and years ahead we will encourage our staff to do more to engage in activities to support *these and other corporate social responsibility associated activities*

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. Haringey's People Strategy: vision, priorities and themes

The overall vision for the People Strategy is: One Council – Success through People

There are four over arching priorities that will challenge us in the short and medium term. Through the strategy we therefore aim 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 following 8 work streams have been designed following detailed consultation and discussion key stakeholders throughout Haringey council. Their origins are informed by Haringey's Sustainable Community strategy and the councils key strategic plans - and in particular our thinking about people management in the future. These work streams should be viewed as a whole—they are interlinked and so will be implemented in a blended and coordinated fashion.

Work Stream Themes	What does it mean	Measured by:
8. 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 ...)
9. 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.	
10. 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	
11. 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	
12. 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.	
13. 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.	
14. Workforce planning, mapping and shaping	We ensure the council has effective succession and workforce planning in place to meet current and future challenges	

Work Stream Theme 1: Leadership

What does it mean? We have visible and ambitious leadership across organisational boundaries empowering the workforce to respond to current and future challenges.

Why this is important? We need leaders that are skilled, visible and effective. Local Government juggles a wide range of demands, needs (sometimes conflicting) and priorities. The ability to manage people and resources to deliver efficient and effective customer focused services in a democratic organisation is enormously important. Senior managers need to lead partnerships with and through the political interface. They will need to lead and engage their staff through the challenges and changes ahead. The council's values and competencies are central to all aspects of the leadership work stream theme.

Implications for the Future: Haringey leaders and managers need to satisfy rising customer and citizen expectations and work with partners to integrate and personalise services around citizens' needs and choices. All our managerial leaders need a thorough understanding of, and the skills to work with our democratically elected leaders at the political interface. At the senior levels of the organisation our top managers also need to be role models for a more adaptive style of leadership. As well as excellent visioning, strategy and prioritisation skills and the ability to build strong and robust relationships, senior officers will need the time and the confidence to:

- engage people in uncomfortable questions, difficult conversations, understanding choices, and the sharing responsibilities for solutions,
- allow employees to innovate and co-operate and encourage others to lead, and develop a culture of sharing and teamwork,
- recognise the contribution people make, and use the tools of recruitment, development and reward creatively to motivate people and make the most of talent wherever it sits.

What we want to achieve	What we will do
a) promote excellent understanding amongst Officers of working at the Political Interface	<ul style="list-style-type: none"> • Delivery of a development programme for officers on Working at the Political Interface; Provide Member / officer shadowing opportunities • Involve CEMB members in manager, staff and partnership activities and events (own and others) • Undertake Walkabout days (take your Director/ACE to work); attendance at Area Assemblies • Use induction, service events, forums and away days as opportunities to discuss values and to share information and ideas • Use initiatives such as Smart working for senior managers to lead staff discussions about the challenges and changes ahead, and empower them to own and drive what needs to happen to deliver the change • Senior Management Team and Forum Exchange– use these forums to encourage questioning and debate and engagement on the big issues facing the council • Promote, maintain and develop coaching programmes and culture • Management and Leadership programme(s) – deliver for for new, aspiring, middle/ senior managers • Promote the Council's vision, priorities values and achievements through council wide and directorate events, away-days, award ceremonies and speaking at public forums partnership boards and conferences
b) increase and enhance the visibility of the Chief Executive and her Chief Officers/ACE's	
c) ensure that Managers have the skills they need for current and future challenges	
d) develop a workforce which understands the councils vision and lives its values by interpreting it and making it relevant to the whole organisation and beyond	

Work Stream Theme 2: Innovation

What does it mean: Innovation is encouraged, recognised and rewarded at all levels and plays a fundamental role in supporting the delivery of the efficient, effective and customer/citizen focused services

Why is this important? We need to unlock the ideas and creativity of our 7000 staff. Local government is continually changing. Changes in society, in citizen expectations and political objectives, produce new challenges which councils and their partners must address. New learning, ideas, and technologies offer opportunities to develop different ways for us to meet our objectives. Financial and budgetary constraints, the need to do more with less, and the search for better value solutions to familiar issues mean that the need to develop new, more efficient and effective solutions to our objectives, becomes essential. The ability to encourage creativity and innovation will be key.

Implications for the Future: Our employees will need to be open to new ideas, be confident in challenging the status quo and weighing up and managing risk. Allowing sufficient time and space for dialogue with stakeholders will be crucial - to probe the problems behind the problem and test and reshape ideas as they work them through to implementation. We will seek to develop an organisational way of working that:

- encourages innovation by encouraging and rewarding innovation at all levels of the council;
- assessing and managing risks and viewing failure as inevitable and an opportunity for learning;
- providing time and opportunities to work on creative and innovative projects to solve common problems using the experience and insight of customers, citizens and front line employees
- learns from others and adapts innovative practices from elsewhere

What we want to achieve	What we will do
a) Encourage innovation by developing mechanisms to encourage creativity and support and celebrate innovation	<ul style="list-style-type: none"> • Use the business planning process to map areas where it would be possible to achieve service improvement through innovation • Using existing forums to ensure that employees have the space to support innovation • Develop and promote initiatives to encourage people to develop innovative ideas (e.g. Extra Mile Awards) • Promote the 'Smart Thinking' scheme and award winning ideas • Development of 'organisation raids' as a component of the Leadership Programme Projects • Introducing cross-directorate staff Innovation forums • Continue the delivery and evaluation of the Service Improvement Group (SIG) within Services to provide teams with the opportunity to put forward ideas on what and how improvements can be made to services to customers • Customer Focus network • Encourage employees to generate innovative ideas and solutions • Focus on innovation within the appraisal and business planning process

Work Stream Theme 3: Collaboration

What does it mean: breaking down silos within the organisation to encourage true one-council working. We aim to involve and collaborate with our staff, citizens and partners in managing, shaping and delivering quality services and tackling community priorities.

Why is this important? We need the skills and the opportunities to deliver in partnership. As community leaders we will need to work collaboratively to develop and lead partnership working and respond to the opportunities and demands on both us and our partners locally, regionally and nationally. Any move away from being a direct provider of services to being a strategic commissioner is likely to lead to the setting up of new partnerships and new shared services. Welfare reform and the personalisation of services will fundamentally change how we work with the community, our service users and with the partner, private and voluntary sectors.

Implications for the future: Citizen focus will impact on every aspect of what we do. Our staff will access and use information and knowledge in changed ways– its shaping, management and use. New forms of service provision will impact on what we do and how we provide services, our relationships with communities and service users. Worklessness and concerns about global warming are of major concern to our local community. We will seek to engage employees, partners and service users in these issues – working with partners to develop pathways into work and ‘greening’ our workplaces and work practices .

What we want to achieve	What we will do
a) Delivering citizen-focused services through effective partnership working within the organisation, with partners and citizens	<ul style="list-style-type: none"> • Adults Workforce Development: planning/delivery of personalisation across Haringey’s social care workforce • Children’s workforce development: planning and delivery of Children’s networks and Multidisciplinary teams • Haringey Guarantee for placement of local people into jobs • Work with local colleges and skills councils establish / deliver development pathways for local people into hard to recruit to jobs in the council and partner organisations • Develop career structures/pathways with partner organisations at all levels. Cross-partner mentoring and the establishment of talent pools with partner organisations: • Maximise opportunities for matrix and project working across the council and with partner organisations • Develop and implement an employee engagement and communications plan that supports free flowing knowledge sharing and consistency of messages across all departments. • Develop ‘Change Networks’ to facilitate engagement and ownership of cross-cutting programmes/issues • Build on and identify new opportunities for joint learning and development with partner organisations • Ensure that leadership development programmes and activities contain projects and activities that bring participants together to work across Directorate / sector boundaries • Use benefit from AE to help to embed internal Knowledge Management through Harinet redevelopment • Share information through large forum events (2x pa – one for managers, the other for more front line staff) • Policy Briefings –Members and Managers to hear from and think about new policy ideas
b) Deliver projects that challenge value for money of council structures and processes and maximise opportunities for collaboration deliver efficient, effective and customer focused services	
c) Develop a culture where and learning, communication and knowledge sharing are seen as integral to everyone’s role where everyone has access to quality information they need to do their jobs.	

Work Stream Theme 4: Ways of Working

What does it mean: We develop the capacity of the organisation to get the best out of our people, and to support continued and sustained improvements in performance whilst staying true to our values.

Why is this important? We need to work as well as we possibly can. Over the next eight years, the council will undergo many changes. We will need to maximise the productivity and cost effectiveness of our workforce – and maintain the efficiency, effectiveness and quality of the services we deliver. We will need to ensure that our people management policies and practices are simple, flexible and support our managers in getting the best out of their people. We will work to agreed and uniform standards and promote an organisational culture of learning and success.

Implications for the future: Haringey's organisational values – our ways of working - guide and shape how we work, underpin our policies and strategies and provide a reference point for what happens within the council. Our values guide how, as an organisation, we will manage the changes ahead and involve employees in those changes; how we ensure we have a skilled and productive workforce; how we share information and listen to what our employees and our citizens have to say. Our values are: **SERVICE** - we work for the good of all our diverse communities; **INTEGRITY** - we keep our promises; **IMPROVEMENT** - we strive for excellence; **PASSION** - we are passionate about our work and proud of what we do; **ONE COUNCIL** – we deliver by working together.

What we want to achieve	What we will do
a) To promote, develop and embed the values of the Council	<ul style="list-style-type: none"> Promote the values through the competency framework; performance management framework; staff awards Revise recruitment framework and process to deploy Haringey values
b) Get the basics right and sustaining good performance	<ul style="list-style-type: none"> Plan an engagement and information campaign to raise awareness/understanding of new performance regimes. Promote effective management of performance information - targeting identified areas with performance clinics:
c) Ensure effective and efficient delivery of HR/OD services in support of the organisation	<ul style="list-style-type: none"> Use the performance appraisal system to ensure there is a golden thread (golden knitting) running from the Community Strategy through to service, team and individual objectives Implement the recommendations from liP Review and Action Plan Identify and target OD resources to support services with identified people/performance issues (Impact Areas)
d) Develop tools, policies and procedures that are simple, flexible and effective and enable excellent service performance	<ul style="list-style-type: none"> Implement Phase 1 of the new HR/Organisational Development operating model and communicate Review HR policies and procedures for Recruitment; Sickness absence; Bullying and harassment; whistle blowing; Disciplinary and Conduct; Health and Safety; Grievance; Capability; and redeployment process review Investigate options for a HR shared service ; Employee and Manager self service; HR/OD Advice lines Re-launch of the Project Management Framework and Launch of the Change Management Toolkit
e) To make the best use of technology to achieve our objectives	<ul style="list-style-type: none"> Rollout of SMART working project within Achieving Excellence Assess and advise on the people management implications of value for money reviews; Quarterly Drive to use technology in smarter ways

Work Stream Theme 5: Great Place to Work

What does it mean? 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.

Why this is important? We want to be a great council to work for employing engaged, motivated and performing staff. Local government is not always perceived as an exciting, innovative place to work. In 2006, 87.4% of authorities reported a recruitment or retention difficulty with one or more professional/managerial occupations. The labour market is highly competitive; our workforce is aging; and we find it difficult to recruit people into some jobs. Attracting and retaining a skilled and committed workforce is a top priority.

Implications for the future: We want to attract and keep our committed and talented people by building our reputation as a great place to work. We will ensure that our managers have the skills to get the best out of the people who work for them. We will invest in the skills of our workforce, and ensure that they have the tools and the knowledge to do a good job. We will promote the wellbeing of our staff and a safe working environment. We will recognise the achievements of our staff and values their successes. As the largest employer in the borough we have proudly modelled the way on issues of equalities and diversity and enthusiastically commence a 'greening' of our work places and travel plans. In the months and years ahead we will encourage our staff to do more to engage in these and other *corporate social responsibility associated activities*

What we want to achieve	What we will do
To become one of the best councils to work for attracting and retaining a workforce committed to Haringey's values	<ul style="list-style-type: none"> • Promote Haringey as a great place to work locally, regionally and across partner organisations such as LGC/MJ Awards; Beacon Council status; Best Council Award; Council Worker of the Year awards • Support the wellbeing of all staff, promoting a healthy lifestyle and appropriate work-life balance • Build upon the Smart Working activities to maximise the impact of the council's engagement and change activities • To review the council induction process and relaunch Employee folder as a Welcome pack ; Develop E-Learning • Revise employee induction materials ; Corporate Induction and Personnel Induction - revise recruitment materials • To achieve level 5 of the Equality Standard for Local Government • Review and augment plans and activities to ensure the needs of employees with disabilities are understood and deliver agreed outcomes • Ensure people management policies, activities and plans enable the council to retain its liP status. Pilot liP profile • Undertake staff attitude and culture surveys at regular intervals to assess and monitor effectiveness of engagement and management activities on the workforce • Ensure safe systems of working are embedded in council services and adopt an appropriate risk assessment culture • Introduce a Total rewards statement for staff covering leave entitlement; pensions, council investment in individuals learning and development etc and continue to develop and implement a Staff Benefits Scheme • Implementation of Equal Pay/ Single status pay and conditions, systems and policies • Promoting management behaviours and staff award schemes for managers to recognise, give feedback and reward staff e.g. X-mile scheme and awards, coaching and mentoring schemes; Upward appraisal, values & competencies
To develop and promote a healthy and safe working environment	
To reward and recognise the contributions made by staff	

Work Stream Theme 6: Excellent People Management and Development

What does it mean? 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.

Why this is important? We need to perform through our people. A retained focus on continuing professional development and the slow raising of the skills bar will be essential for the delivery of good services. Our workforce needs to be skilled and confident; work to agreed and uniform standards; and remain fully representative of our diverse communities at all levels.

Implications for the future: Attracting, developing and retaining a skilled and productive workforce will remain a priority. We will encourage talent by means of effective workforce planning and pathway schemes. We will continue to promote a model of management which enables people to contribute their ideas, challenges underperformance, and values employee successes. We will develop new styles of leadership to support the management of a more flexible, adaptive and fluid workforce. We will continue to invest in the development of our employees skills – ensuring that they are supported to be both productive and skilled – and work with citizens and partners in new forms of service delivery.

What we want to achieve	What we will do
To identify, develop engage & deploy employee talent across the council and partner organisations	<ul style="list-style-type: none"> • Development and retention of staff through a Talent Management approach - Identify posts for succession planning; specialist/rare technical expertise; promote movement across the Council and partner organisations. • Make provision within the future service / consultancy contracts for job shadowing and work experience opportunities for Haringey employee talent pools. • Define expectations of Haringey managers including 180 degree upward appraisal feedback and people management matrices.
Develop standards for Haringey managers	<ul style="list-style-type: none"> • Institute six weekly performance meetings with Directors to review people management performance – alongside budgets and service performance • Support and embed an employee engagement model of management throughout internal communication and management development activities
Equip managers and staff with the competencies they need to deliver efficient, effective and customer focused services and evidence Haringey's values.	<ul style="list-style-type: none"> • Customer Charter: promote and embed • Design, deliver and evaluate an annual Council wide learning and development programme ensuring that programmes respond to needs arising organisational reviews and workforce people planning processes including: • Management and Leadership programme(s) for new, aspiring, middle and senior managers; graduate schemes; and Social Care Learning and Development Opportunities • Delivery of Institute of Customer Service Awards qualification programme • Phased roll out Skills for Life courses across the Council, including Skills Pledge and Go Awards • Development of a 'take your manager to work day' programme • Continued evaluation and delivery of equalities training and network events

Work Stream Theme 7: Workforce planning, mapping and shaping

What does it mean? We ensure the council has effective succession and workforce planning in place to meet current and future challenges.

Why this is important? We need to plan for future needs. Skills shortages inevitably lead to competition for staff in key occupations, pushing up salary rates and the use of agency workers. Future shortages need to be anticipated as the policy or environmental context changes. Our workforce is aging.

Implications for the future: Effective workforce planning and offering more flexible contracts will reduce costs and improve service quality by reducing any dependence on agency staff. We will enhance our People Planning framework to better plan our workforce in short medium and longer term to ensure a productive and cost effective workforce. We will work with our partners and our contractors to anticipate and tackle the key shortage areas and build capability and capacity. We will seek, through our trainee and graduate schemes, to attract younger people into local government.

What we want to achieve	What we will do
Achieving the national minimum data set	Meet the National Minimum Data Set for Social Care: <ul style="list-style-type: none"> ▪ Gather workforce data about the care sector ▪ Review the quality and presentation of current HR reporting/monitoring information: Ensure HR monitoring data meets the equalities duties
Improve the way HR information is used to anticipate and plan for current and future workforce challenges	Conduct a census cross-Council to establish more accurate HR data: <ul style="list-style-type: none"> ▪ Cleanse existing data ▪ Review and implement revised data ▪ Continue and identify new opportunities for joint workforce planning ▪ maintenance procedures pack for management teams
Improve workforce planning and development across the Council and our partners	Identify opportunities for joint workforce development planning with partner organisations e.g. build on existing partnerships, to improve the basic skills of the workforce and our partners Integrate the People and Business Planning processes more closely Define critical current and future skills needs and targeted development programmes (working with partners) Continue and identify new opportunities for joint workforce planning development with partners

10. Equalities Impact Assessment Implications and Comments

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 54.2%, of ethnic minorities top 5% earners (BV11b) of 18.2% and a workforce with 44.9% from B& ME backgrounds (BV17a), Haringey ranks in the top third of local authorities on all three of these indicators.

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

- The percentage of staff declaring they are disabled (BV16a) (currently 3.56%)
- Under representation of younger people (4% of staff are aged under 25 compared to 15% in the whole economy)
- Need to include sexuality and faith in workforce monitoring.
- Need to monitor success rates of employment candidates by the six equalities strands (age, disability, ethnicity, faith, gender and sexuality)

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.

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.