Theme 1: leadership

<table>
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What does this theme mean?
Visible and ambitious leadership from officers and members across organisational boundaries empowering the workforce to respond to current and future challenges.

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Links to existing processes, tools or initiatives:
- Leadership Programme
- Internal Communications Strategy
- Extra Mile Awards
- Staff events, Manager Forums and Smart Listening Scheme

Objective 1 - To promote excellent understanding amongst Officers of working at the Political Interface		
Some suggested measures of success: • Feedback from the Leadership Programme and Working at the Political interface programme • Staff survey - perception that the leadership team and members live the Haringey values • Feedback from officers and members on shadowing initiatives		
Action	**Owner**	**Target dates**
Development of Learning and Development programme for officers on Working at the Political Interface	Philippa Morris/ Yuniea Semambo Karen Rowing	Years 1- 2
Roll out of the programme to all 2nd and 3rd tier managers Tailored workshops, action learning sets, masterclasses for identified groups of staff	Philippa Morris Karen Rowing	Years 1-2
To develop activities to improve employee skills and understanding of working effectively at the political interface • To provide Member / officer shadowing opportunities	Philippa Morris Yuniea Semambo Karen Rowing	Jul 08
Robust evaluation of the Working at the Political Interface Programme (level 4 – Kirkpatrick)	Philippa Morris Karen Rowing	Years 1 - 2

Objective 2 - To ensure and increase the visibility of the Chief Executive and her Chief Officers/ACE's

Theme 1: leadership

Objective 2 - To ensure and increase the visibility of the Chief Executive and her Chief Officers/ACE's		
Some suggested measures of success:		
• CEMB attendance at staff and partnership events • Staff survey indicator on visibility of senior management		
Action	**Owner**	**Target dates**
To involve CEMB members in manager, staff and partnership events Walkabout days where CEMB members spend a day with a front line member of staff (take your Director/ACE to work) CEMB involvement in the Corporate and Directorate induction sessions where leaders mingle with staff with specific focus on the Haringey way of working	Philippa Morris	Ongoing
To develop CEMB profiles on Harinet	Mike Browne	Years 1 - 2

Objective 3 - To ensure that Managers have the skills they need for current and future challenges		
Some suggested measures of success:		
• Residents survey - % of people who think the council is doing a good job and making Haringey a better place to live • Evaluation of the leadership and management development programmes • Evaluation of coaching activities		

Develop a leadership offer for top managers 'fast track'
Top team development as an additional objective
   - top team leadership development offering
   - measurement based on senior management attendance and programme evaluation
	Philippa Morris
	Karen Rowing
		Year 1-2

Deliver a leadership forum for senior managers - Forum Exchange x 5 pa	Philippa Morris /SMT	Year 1-3
Promote, maintain and develop coaching programmes(executive, performance, skills) for different tiers of management	Karen Rowing	Year 1-2
Management and Leadership programme(s) – provide courses for up to 50 council managers pa	Karen Rowing	Year 1-5

Theme 2: innovation

Objective 4 – To develop a workforce which is aware of the "Vision" and Values by interpreting it and making it relevant to the whole organisation and beyond		
Measures of Success: • A workforce who have a awareness and understanding of the Council's vision, values and priorities and what they mean to them		
Action	**Owner**	**Target dates**
▪ Promote the Council's vision, strategic aims and values through council wide and directorate events, away-days, Managers and Staff events and award ceremonies	CEMB	On going
▪ Promote the Council's vision, strategic aims and values through attendance at public forums and partnership boards	CEMB	
▪ Speak at conferences	CEMB	

Theme 2: innovation

<table>
<tr><td>What does this theme 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</td></tr>
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Links to existing processes, tools or initiatives:
- Leadership Programme
- Internal Communications Strategy
- Extra Mile Awards
- Senior Manager Forums and Smart Thinking Scheme
- Council Plan priority – delivering excellent, customer focused, cost effective services

Objective 1 - Encourage innovation by developing mechanisms to support and celebrate innovation		
Some suggested measures of success: • External recognition (e.g. Audit commission / awards) for innovative services • New staff survey indicator on time spent on innovation and service improvement • 180 degree appraisal ratings for Innovation competency cluster		
Action	**Owner**	**Target dates**

Deliver a Senior Management forum on innovation:
  • Showcase existing examples of innovation and consider options for further encouraging innovation
  • CEMB discussion paper and develop options to take forward e.g. dragons den; seed funding; challenge sessions
  • Selection of awards to target over next 3 years – MJ / Beacon Council etc
	Philippa Morris/Ben Rogers	Year 1

Theme 2: innovation

Objective 1 - Encourage innovation by developing mechanisms to support and celebrate innovation		
To encourage and embed innovation at all levels in the council looking at: • Using the business planning process to map areas where it would be possible to achieve service improvement through innovation , managing risks appropriately • Using existing forums to ensure that members have the space to support innovation • Incentives to encourage people to develop innovative ideas (e.g. highlight innovation in the 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 • Introduce Innovation as a standard element of each Forum Exchange	Philippa Morris Eve Pelekanos Yuniea Semambo Change and OD team Mike Browne/Helen Bailey Karen Rowing Directorate DMT's SMT / Philippa Morris	Year 1
• Continued 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	Chris Mclean/Customer Focus network	Ongoing
Incentivise senior managers to develop innovative solutions: • Introduce a competitive element encourage development of innovative ideas • Focus on innovation within the appraisal and business planning process • Developing a 180 tool that measures leadership performance against the Innovation and Finding Solutions competency cluster (using data from the tool to provide scoring)	Philippa Morris	Year 1 -3

Theme 3: collaboration

> **What does this theme mean?**
> To break down silos within the organisation to encourage true one-council working. We aim to involve our staff, citizens and partners in managing, shaping and delivering quality services.

Links to existing processes, tools or initiatives
- Customer Services Strategy
- SMART working project
- Council Plan priority – delivering excellent, customer focused, cost effective services
- Changing lives – Children and Young People's Plan 2006 - 2009

Objective 1 - Delivering citizen-focused services through effective partnership working within the organisation, with partners and citizens		
Some suggested measures of success: • Residents survey – The council involves residents: target 60% • Staff survey - In Haringey Council we work with integrity and deliver on what we promise: target 80% • Staff survey - Different parts of Haringey Council work well together: target 70% • Number and effectiveness of opportunities for joint learning and development		
Action	**Owner**	**Target dates**
Adults Workforce Development (when published) ▪ Assess implications for the Adults social care workforce	Mun Thong Phung/ Helen Ugwu	TBD
Children's workforce development: • Children's networks • Multidisciplinary teams • Children's centres	Sharon Shoesmith/ Ian Bailey	Years 1 - 3
Delivery of the Haringey Guarantee for placement into council jobs ▪ Pathway schemes in areas such as schools catering; parks and leisure …	Steve Davies / Martin Tucker / HRBP's	Ongoing–

Theme 3: collaboration

Objective 1 - Delivering citizen-focused services through effective partnership working within the organisation, with partners and citizens		
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	Steve Davies/Philippa Morris	1-8
Develop career structures/pathways with partner organisations at all levels • Develop job shadowing rotation with Children and Young Peoples services • Cross-partner mentoring • Haringey Partnership delivering workforce development for the private and voluntary sector providers in adults social care • Development of collaborative workforce development projects within the North Central London Consortium for social care	Philippa Morris/ Helen Ugwu/HR Business Partners	Years 1 - 3
Establish talent pools with partner organisations: Maximise opportunities for matrix and project working across the council and with partner organisations	Karen Rowing	Years 3 - 6

Objective 2 – Deliver projects that challenge value for money of council structures and processes and maximise opportunities for collaboration deliver efficient, effective and customer focused services		
Some suggested measures of success: • Council's VFM objectives met • Staff survey – % of staff who believe that the way we do things keeps improving		
Action		
Consider proposals for delivering services / activities through more fluid /matrix organisational structures (through the management structure project)	Stuart Young/ Catherine Galvin	TBD
Assess the impact of shared service arrangements with partner organisations such as PCT; mental health trust	Stuart Young/Steve Davies	Years 1-5
Encourage collaboration and sharing space through flexible working as part of the SMART working project within Achieving Excellence	Stuart Young/ Catherine Galvin	Years 1 - 3
Embed partnering and assess the impact of shared service arrangement projects on external and internal	Catherine Galvin	Years 1 - 3

Theme 3: collaboration

Objective 2 – Deliver projects that challenge value for money of council structures and processes and maximise opportunities for collaboration deliver efficient, effective and customer focused services		
shared services in line with Achieving Excellence • To ensure that staff or their representatives are consulted or negotiated with, as appropriate, about changes that affect their work	Catherine Galvin /Helen Bailey/Steve Davies	Ongoing

Objective 3 - 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. People feel confident that they can put forward ideas in a receptive and open environment.		
Some suggested measures of success: • Improved staff capability through knowledge sharing • Staff survey – my opinion is sought on decisions that affect my work – target 80% • Staff survey indicator on % who think different parts of Haringey council work well together • Number and effectiveness of opportunities for joint learning and development plus % of places offered and taken up by staff from the Haringey private and voluntary sector		
Action	**Owner**	**Target dates**
To develop and implement an engagement and communications plan that supports free flowing knowledge sharing and consistency of messages across all departments. • Review and submit to CEMB/SMT for approval/ Implementation	Mike Browne Philippa Morris/Ben Rogers	Year 1
Develop a council-wide network 'Change Champions' to facilitate two-way communication between the corporate centre and Directorates on cross-cutting programmes/issues e.g. the introduction of Comprehensive Area Assessment	Philippa Morris / Helen Bailey	Apr 09
Build on and identify new opportunities for joint learning and development with partner organisations	Karen Rowing/ Helen Ugwu/HRBP's	Ongoing
Ensure that leadership development programmes and activities contain projects and activities that bring participants together to work across Directorate / sector boundaries	Philippa Morris	Sept 08

Theme 3: collaboration

Objective 3 - 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. People feel confident that they can put forward ideas in a receptive and open environment.		
Use benefit from AE to help to embed internal Knowledge Management through Harinet redevelopment	Eve Pelekanos, M. Brown P. Morris	Years 1- 3
Share information through large forum events (2x pa – one for managers, the other for more front line staff)	Philippa Morris/Karen Rowing	Ongoing
Policy Briefings – at least 4 pa for Members and Managers to hear from and think about new policy ideas from the academic and local government world.	Ben Rogers	Ongoing

Theme 4: ways of working

> **What does this theme mean?**
> Living the Council's values and developing the capacity of the organisation to get the best out of people to support improved efficiency, effectiveness and customer focus.

Links to existing processes, tools or initiatives
- Review of performance appraisal outcomes
- Greenest Borough Strategy
- Council Plan priority: making Haringey one of London's greenest boroughs
- Staff Travel Plan
- IiP re accreditation

Objective 1 - To promote, develop and embed the values of the Council		
Some suggested measures of success: • Staff survey - I understand the aims and objectives of Haringey Council as a whole: target 95% • Staff survey - I understand how the work I do helps Haringey Council to achieve its aims and objectives: target 98% • Staff survey - When I first joined, the aims and objectives of Haringey Council were clearly explained to me: target 70%		
Action	**Owner**	**Target dates**
To encourage members and officers to live Haringey values: • Promote the values through the competency framework; performance management framework; staff awards • Revise recruitment framework and process to deploy Haringey values • sanctions and rewards around the behaviours associated with the values • Monitor the effectiveness of the values through; the staff survey; performance appraisal	Philippa Morris Stuart Young/Steve Davies Philippa Morris/Helen Bailey	Years 1 - 3

Objective 2 - Get the basics right and sustaining good performance

Theme 4: ways of working

Objective 2 - Get the basics right and sustaining good performance		
Some suggested measures of success: • Residents survey – The council is doing a good job and making Haringey a better place to live: target 80% • IiP reaccredidation • CPA/CAA rating		
Action	**Owner**	**Target dates**
Clear engagement and information campaign to raise awareness and understanding of new performance regimes	Eve Pelekanos Mike Browne	By Apr 09
Promote effective management of performance information - targeting identified areas with performance clinics: • Agreement on priority areas • Rollout of performance clinics • Evaluation	Eve Pelekanos Margaret G	By Sep 09
Monitor the peer review process within 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	Philippa Morris	Years 1 – 3
Implement the recommendations from IiP Review and Action Plan	Karen Rowing	Years 1 – 3
Identify and target OD resources to support services with identified people/performance challenges (Impact Areas) • 3 x pa - Support to be scoped, specific outcomes agreed, project plans developed	Stuart Young/Philippa Morris/HRBP's	Years 1 - 4

Objective 3 - Ensure effective and efficient delivery of HR/OD services in support of the organisation		
Some suggested measures of success: ▪ Internal/ external customer perception of survey ▪ Improvement of speed, quality, cost etc. ▪ Client surveys		
Action	**Owner**	**Target dates**

Theme 4: ways of working

Objective 3 - Ensure effective and efficient delivery of HR/OD services in support of the organisation		
Implement Phase 1 of the new HR/Organisational Development operating model: • Present and engage business units with HR/OD operating model • Establish a reference group for HR services: • Launch the HR business partner role and transition HRBP's into new roles • Monitor HRBP's performance and client satisfaction levels / manage expectations • Undertake annual satisfaction survey and People Management services scorecard	Stuart Young /Steve Davies/Philippa Morris	Year 1 -3

Objective 4 - Develop tools, policies and procedures that are simple, flexible and effective and enable excellent service performance		
Some suggested measures of success: • Internal/external customer perception of areas undergoing review • Improvement of speed, quality, cost and effectiveness of areas undergoing review • Internal client survey. Percentage of managers indicating they are satisfied, or more than satisfied, with the HR and OD services: (79% and 90%)		
Action	**Owner**	**Target dates**
To review HR policies and procedures : • Recruitment; Sickness absence; Bullying and harassment; whistle blowing; Disciplinary and Conduct; Health and Safety; Grievance; Capability; and redeployment process review	Steve Davies	Years 1 - 3
Investigate options for a HR shared service using underpinning technology • HR partnering with other organisations • Employee and Manager self service • HR/OD Advice line and one stop shop	Steve Davies/Philippa Morris/Stuart Young	Years 1 - 3
Re-launch of the Project Management Framework and Launch of the Change Management Toolkit	Eve Pelekanos / Helen Bailey	By Jun 08

Objective 5- To promote Smart Working and better use of resources

Theme 4: ways of working

Objective 5- To promote Smart Working and better use of resources		
Some suggested measures of success: • BV 12 – The number of working days lost due to sickness absence per FTE employee: target 8.8 • Staff survey - Different parts of Haringey Council work well together: target 70% • Greener Haringey indicators		
Action	**Owner**	**Target dates**
Rollout of SMART working project within Achieving Excellence (see xx) including potential for Voice over IP	Stuart Young	Years 1 - 3
As part of the communications plan around the council priorities and develop a specific campaign around 'greener ways' of working to support the Greenest Borough Strategy (i.e. Car sharing; shared bikes…)	Mike Browne	Year 1-2
Implement the Staff Travel Plan	Stuart Young/ Steve Davies	Apr 08
Assess and advise on the people management implications of value for money reviews	Steve Davies / HRBP's	Years 1 - 3

Objective 6 - To make the best use of technology to achieve our objectives		
Some suggested measures of success: • To reach level 4 on Use of Resources by 2009/10 • Internal/external customer perception • Measures on uptake and usage of IT applications, e.g. GIS		
Action	**Owner**	**Target dates**

Theme 4: ways of working

Objective 6 - To make the best use of technology to achieve our objectives		

Quarterly Drive to use technology in smarter ways:
 	
 • Smarter and more effective exploitation of widely used IT applications through changing behaviours / information campaigns and bite sized learning activities:
     o E-mail
     o Calendar / Meetings applications in MS office
     o File sharing across functions / departments
         E-learning modules to support induction
	Philippa Morris/Lidia Lewis	TBD

Theme 5: a great place to work

> **What does this theme mean?**
> Promoting Haringey as a place where people want to work by attracting, rewarding and retaining a wide range of talented staff who representative of our diverse communities and are committed to Haringey's values.

Links to existing processes, tools or initiatives
- Employer branding / campaign
- Haringey Guarantee
- Review of the induction process
- Council Plan priority – encouraging lifetime well-being, at home, work, play and learning
- Staff awards (Extra Mile Awards; WOW awards; Qualification Awards)

Objective 1 - To become one of the best councils to work for attracting and retaining a workforce committed to Haringey's values		
Some suggested measures of success: • % of staff in the following age groups: up to 24 years; 25 to 49 years and 50 years and over: targets? • BV 11a % of top 5% earners that are women: target 50%; BV 17A % of top 5% earners from ethnic minority communities target 39.30%; • IiP re-accreditation • 'Best council to work for' status • Perception of the Haringey brand by candidates, exit interview feedback		
Action	**Owner**	**Target dates**
Promote Haringey as a great place to work locally, regionally and across partner organisations: • National and local awards such as LGC/MJ Awards; Beacon Council status; Best Council Award; Council Worker of the Year awards • Web site communications • Recruitment materials and Induction / Welcome into the organisation	CEMB/Stuart Young	Ongoing
To ensure the wellbeing of all staff, promoting a healthy lifestyle and appropriate work-life balance	Steve Davies	Years 1 - 3
Build upon the Smart Working brand/campaign to maximise the impact of the council's engagement, change and benefits activities	Philippa Morris/Mike Browne	Jul-08

Theme 5: a great place to work

Objective 1 - To become one of the best councils to work for attracting and retaining a workforce committed to Haringey's values		
To review the council induction process: • Relaunch of the Employee folder as a Welcome pack • Develop E-Learning employee induction materials • Revise employee induction checklist ; Corporate Induction and Personnel Induction	Philippa Morris/ Syreeta Cook/ Panny Papasavva/ Charles Wright	By Aug 08
To achieve level 5 of the Equality Standard for Local Government	Eve Pelekanos	Years 1 - 3
Review and augment plans and activities to ensure the needs of employees with disabilities are understood and deliver agreed outcomes	Carole Engwell/Eve Featherstone	Year 1
Ensure people management policies, activities and plans enable the council to retain its IiP status. Pilot IiP profile	Karen Rowing	Years 1 -3
To enter the 'Best Councils to work for' survey	Helen Bailey/Philippa Morris	Year 1- 5
Undertake staff attitude and culture surveys at regular intervals to assess and monitor effectiveness of engagement and management activities on the workforce	Philippa Morris/Helen Bailey	Year 1- 8

Objective 2 - To Develop and promote a healthy and safe working environment		
Some suggested measures of success: • Sickness rates, • Accident rates, • Proportion of Risk assessments		
Action	**Owner**	**Target dates**
▪ Ensure safe systems of working are embedded in council services.	Steve Davies	On going
▪ Adopt an appropriate risk assessment culture across the organisation	Steve Davies	On going

Objective 3 - To reward and recognise the contributions made by staff

Theme 5: a great place to work

Objective 3 - To reward and recognise the contributions made by staff		
Some suggested measures of success: • Staff survey - My manager shows appreciation for the work I do: target 80% • Reduction in temporary staff and recruitment costs • Haringey perception as an employee. This should be about the employee contract and total rewards		
Action	**Owner**	**Target dates**
Introduce a Total rewards statement for staff covering leave entitlement; pensions, council investment in individuals learning and development etc Continue to develop and implement a Staff Benefits Scheme for council employees	Steve Davies / Carole Engwell	Year 1 – 3
Implementation of Equal Pay/ Single status pay and conditions, systems and policies	Stuart Young/ Steve Davies	Years 1 - 2
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 and use of the values and competency framework • leadership and management development programmes	Helen Bailey/Karen Rowing / HRBP's	Ongoing

Theme 6: excellent people management and development

> **What does this theme mean?**
> **Setting high standards for managers, developing the talent of the organisation and equipping staff with the skills they need to deliver.**

Links to existing processes, tools or initiatives
- Core Skills training programme
- Short Course training programme
- Competency framework
- 360 feedback process and Management Standards

Objective 1 - To identify, develop engage & deploy employee talent across the council and partner organisations		
Some suggested measures of success: • Increased staff satisfaction • Staff survey - indicator on opportunities to develop and grow • Reduction in the number of externally recruited staff entering the Council • Increased rotation of staff cross-Council/with partner organisations		
Action	**Owner**	**Target dates**
Development and retention of staff through a Talent Management approach: ▪ Identify strategic/senior posts for succession planning ▪ Identify posts needing specialist/rare technical expertise	Philippa Morris/Karen Rowing/HR Business Partners	Years 1 - 6
Promote movement across the Council and partner organisations, through increased developing integrated career paths, secondment programmes and development opportunities	Karen Rowing/Steve Davies/HR Business Partners	Years 3 - 6
Make provision within the future service / consultancy contracts for job shadowing and work experience opportunities for Haringey employee talent pools.	Michael Wood / Philippa Morris	Years 1-2

Theme 6: excellent people management and development

Objective 2 - Develop standards for Haringey managers		
Some suggested measures of success: ▪ Staff survey - I am clear on my manager's responsibilities for leading, managing and developing me: target 90% ▪ Staff survey - I am clear on my responsibilities for leading, managing and developing those who report to me: target 98% ▪ Sickness / Disciplinaries: reduction in numbers		
Action	**Owner**	**Target dates**
Define expectations of Haringey managers: ▪ Develop and implement an 180 degree upward appraisal feedback tool ▪ Integrate into the people management process ▪ People management matrices – implement and use ▪ Institute six weekly performance meetings with Directors to review people management performance – alongside budgets and service performance	Philippa Morris/Karen Rowing/HRBP's Steve Davies Stuart Young	Year 1 -5
Support and embed an employee engagement model of management throughout internal communication and management development activities	Philippa Morris/Steve Davies/mike Browne	

Objective 3 - Equip managers and staff with the competencies they need to deliver efficient, effective and customer focused services and evidence Haringey's values.		
Some suggested measures of success: ▪ Staff Survey – My performance has improved as a result of the learning and development activities that I have undertaken: target 80% ▪ Staff survey - I have the knowledge and skills that I need to lead, manage and develop people reporting to me: target 95% ▪ Evidenced ROI for development programmes ▪ Retention of generic graduates within 2 years completion of the programme: 80% retained		
Action	**Owner**	**Target dates**

Theme 6: excellent people management and development

Objective 3 - Equip managers and staff with the competencies they need to deliver efficient, effective and customer focused services and evidence Haringey's values.		
Launch and roll out of the Customer Charter	Chris Mclean Mike Browne	Year 1
Evaluation of the HR/OD 'impact groups' that target areas of weak people , team or service performance ▪ Review areas to be supported as part of the business planning process ▪ Evaluate the impact of the support that has been given to date	Karen Rowing/HR Business Partners/Eve Pelekanos	Year 1 - 5
Delivery of the Council wide learning and development programme ▪ Evaluate return on investment for major learning and development activities every six months: ▪ Connect learning and development directly to service outcomes by identifying needs arising from the service planning and workforce people planning processes	Karen Rowing	On going

Continue the development, delivery and evaluation of council wide learning and development programmes including:
   ▪ Management and Leadership programme(s) for new, aspiring, middle and senior managers
   ▪ Generic graduate programme
   ▪ Coaching programmes for managers
   ▪ Social Work trainee scheme
   ▪ Aiming High
   ▪ National Vocational Qualification – care (level 2, 3, 4)
   ▪ Registered managers award (RMA adults)
   ▪ Social Care Learning and Development Opportunities
	Karen Rowing/Helen Ugwu/Paul Dugmore	Ongoing

Improved management of learning and development activity and investment cross-council through Training Service Procurement category management	Mike Wood/ Philippa Morris/Timothy Beecroft	Year 1
Delivery of Institute of Customer Service Awards qualification programme ▪ deliver and evaluate phase 2 pilot to 30-40 council staff ▪ mainstream ICS qualification into core programme (number supported to be determined by funding and outcomes of the pilot)	Chris Mclean Karen Rowing/Rai Gallo	Year 1 Year 2

Theme 6: excellent people management and development

Objective 3 - Equip managers and staff with the competencies they need to deliver efficient, effective and customer focused services and evidence Haringey's values.		
Phased roll out Skills for Life courses across the Council, including: ▪ Skills Pledge ▪ Go Awards	Karen Rowing	Years 1 - 8
Development of a 'take your manager to work day' programme	Karen Rowing	Years 1 - 3
Continued evaluation and delivery of equalities training and network events: • Springboard Programme for women • Navigator development programme for men • Directorate equalities lunches • Women's stakeholder lunches • Equality Impact Assessment training	Eve Featherstone/Karen Rowing	Ongoing

Theme 7: workforce planning, mapping and shaping

> **What does this theme mean?**
> Ensuring the Council has effective succession and workforce planning procedures in place to meet current and future challenges.

Links to existing processes, tools or initiatives
- HR Business Partner development programme
- Current HR reporting
- People planning process
- Children's Workforce Plan
- Member Learning and Development Plan

Objective 1 - Achieving the national minimum data set		
Some suggested measures of success:		
• National minimum data set achieved		
Action	**Owner**	**Target dates**
Meeting the National Minimum Data Set for Social Care: • Gather workforce data about the care sector	Steve Davies/Leon Sommers	Years 1 - 3

Objective 2 - Improve the way HR information is used to anticipate and plan for current and future workforce challenges		
Some suggested measures of success:		
• Improved accuracy of HR establishment data • Monitoring of speed, quality and effectiveness of data maintenance processes • Feedback from management teams		
Action	**Owner**	**Target dates**

Theme 7: workforce planning, mapping and shaping

Objective 2 - Improve the way HR information is used to anticipate and plan for current and future workforce challenges		
Review the quality and presentation of current HR reporting/monitoring information: • Ensure HR monitoring data meets the equalities duties • prepare a revised reporting pack for management teams	Steve Davies	TBD
Conduct a census cross-Council to establish more accurate HR data: • Cleanse existing data • Review and implement revised data maintenance procedures	Steve Davies	TBD
• Continue and identify new opportunities for joint workforce planning	Steve Davies	Years 1- 8
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	Helen Ugwu/Karen Rowing/	Years 1 - 6

Objective 3 - Improve workforce planning and development across the Council and our partners		
Some suggested measures of success: • Reduction in recruitment costs • Reduction in temporary agency costs • Reduction in number of staff recruited from outside partner organisations		
Action	**Owner**	**Target dates**
Integrate the People and Business Planning processes more closely	Eve Pelekanos Karen Rowing	Year 1
To continue and identify new opportunities for joint workforce planning development with partners:	Karen Rowing	Years 1 - 6
To define critical current and future skills needs and targeted development programmes (working with partners)	Karen Rowing	Years 1 - 3

Theme 7: workforce planning, mapping and shaping