



General Purposes Committee on 29 September 2008

Report Title: **Employment Profile 2007 - 2008**

Forward Plan reference number (if applicable): **[add reference]**

Report of: **Assistant Chief Executive (People & OD)**

Wards(s) affected: **ALL**

Report for: **Key decision**

1. Purpose

1.1 To advise the Committee of the key workforce statistics for the last financial year - 1 April 2007 to 31 March 2008.

2. Introduction by Cabinet Member – Cllr Charles Adje

2.1 This report is for information and for noting purposes although any comments from the Committee are welcomed.

3. Recommendations

3.1 Note the contents of the attached Employee Profile Analysis in appendix A.

Report Authorised by: **Stuart Young, Assistant Chief Executive (People & OD)**

Contact Officer: **Steve Davies, Head of Human Resources, 020 8489 3172**

4. Chief Financial Officer Comments

4.1 There are no direct financial implications arising from this report however, good management information should support the effective use of our people resource.

5. Head of Legal Services Comments

5.1 The Head of Legal Services has been consulted on the content of this report and has no specific comment to make.

6. Local Government (Access to Information) Act 1985

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

7. Financial Implications

7.1 There are no additional financial implications arising out of this report.

8. Legal Implications

8.1 The comments of Head of Legal are outlined in paragraph 5.

9. Equalities Implications

9.1 The Employment Profile enables Haringey to fulfil obligations under the Race Relations (Amendment) Act 2000 and will help us toward achieving level 4 of the Equality Standard for Local Government. Currently Haringey is at Level 2.

10. Background

10.1 Last year the committee welcomed the employment profile report and asked HR to continue measures to combat staff sickness. The employment profile outlines a number of initiatives to improve staff well being and improve the management of sickness. One of these initiatives is to change the trigger levels for managing sickness absence and this is the subject of a separate report on this committee agenda.

10.2 In addition, last year's committee agreed that information on grievances be reported. The employment profile does not provide this information because the number of cases are small do not sit easily within the context and scope of the 'profile'. However, summary information about number of grievance/ bullying harassment cases is outlined below.

10.3 A total of 124 cases at various stages of the Grievance procedure were recorded. Compared to the employee profile the total number of cases were very similar proportionally to the profile. This is summarised below

Asian – 7% cases 8% employee profile
Black – 35% cases 34% employee profile
White – 53% cases 49% employee profile

10.4 Of the 124 cases a greater proportion of men - 37%, took out a grievance compared to the employee profile of 27%.

- 10.5 A total of 21 cases bullying & harassment cases were also recorded. The proportion of Asian cases -10%, is similar to the employee profile at 8%. There was a greater proportion of Black staff taking out harassment and bullying complaints – 52% against an employee profile of 34%. Also 81% of cases were taken out by women against a profile of 73%. However, due to the relatively small number of cases and the subject matters of the cases themselves it is not felt any firm inference can be taken from this.

11. Introduction

- 11.1 The Employment Profile has been produced using information from the Council's management information system SAP.
- 11.2 It provides key information about the workforce for the period 1 April 2007 to 31 March 2008.
- 11.3 This year we have also broken down the white ethnicity group into White and White Other which includes Irish, Greek/Cypriot, Turkish and Turkish/Cypriot, in response to comments made by the committee last year.
- 11.4 The Employment Profile helps the HR Service to plan and target actions that will improve the Council's workforce profile, ensure the Council has a workforce that is representative of the community it serves, and that the objectives of the HR Strategy are achieved.

12. Key Information

- 12.1 The Employment Profile is based on information for 7240 staff (excluding teachers and casual staff). Note - the Council employs approx 1600 Teachers and 1800 casual staff.
- 12.2 Approximately 73% of the workforce are women.
- 12.3 Approx. 46% of the workforce are from black & minority ethnic groups compared with the Haringey population of approx 34% black & minority ethnics. When other white minority groups are included the borough population figure is nearly 55% and the Council profile is 66%.
- 12.4 The council ranks 3rd in London for the number of black & minority ethnic staff.
- 12.5 Approx. 19% of the Top 5% earners in the Council are from black & minority ethnic groups, an increase of nearly 1% in the last year. This ranks the council 6th in London.
- 12.6 The average age of the workforce is 43 years old. 5% of staff are aged under 25 compared to approx. 10% residents in the borough aged 18-24

years. 14% of staff are aged 55 plus compared with approx 10% in the borough profile aged 55–69 years

- 12.7 The number of disabled staff has increased from 3.8% of the workforce last year to 4.6% this year. We have worked to improve our disabled profile further through our work place strategy where we offer short work trials to disabled people in place of interviews.
- 12.8 Employee turnover rates stood at 13.6% over the last year. Resignation rates are at 8.9%. This is broadly in line with turnover levels in other London boroughs.
- 12.9 Last year we identified the need to understand the reasons for leaving of those staff with less than two years service in principal officer grade posts. Our survey of leaving reasons identified that the majority leave for opportunities to improve or change their career or work location. There were some negative responses in relation to stress, management concerns, work with colleagues and claims of bullying. These are being followed up by HR with the appropriate managers in the services.
- 12.10 Voluntary resignation rates for staff aged under 35 years are 70% higher than average. And voluntary resignation rates also remain high for those staff with less than 2 years service, with turnover rates 60% higher than average. These factors point to the need for better recruitment practices; improved communication and engagement levels; and the need for career paths and succession planning opportunities
- 12.11 We have reviewed and improved our redeployment process and out of 106 redeployees we successfully redeployed 19 staff, saving the council £115k.
- 12.12 The council engaged on average approx 600 agency workers in the last year. This has reduced by over 70% from a couple of years ago thanks to our improved management through the managed agency contract.
- 12.13 The Agency contract has also provided opportunities for regeneration through recent work with 41 agency suppliers which helps us to offer support and training to the long term unemployed. As a result we have helped to secure work with the council for 5 people via the agency contract route, and a further 17 people have been trained and are awaiting work opportunities.
- 12.14 The council's average sickness levels at the end of March 2008 stood at 9.67 days and at present they are 9.0 days.
- 12.15 Higher levels of sickness occur the older people get, although this may be expected.
- 12.16 Higher than average levels of sickness occur the lower people are paid. As well as improving monitoring for these staff we may need to also find ways to better engage these staff, since social science studies in the

workplace show that with higher levels of engagement staff are more productive and have lower sickness levels. We will feed this intelligence into the People Strategy and People Plans.

- 12.17 The HR Service has been working to improve absence management over the past year and by focussing on long term sickness absence and better management of cases with manager. This has helped to reduce sickness absence from a peak of 10.37 days in July of last year to the present levels.

13. People Strategy

- 13.1 The information provided in the Employment Profile will feed into the strategic plans and actions that HR & OD develops for workforce planning purposes.
- 13.2 The HR Strategy 2004-2007 outlined a number of initiatives to improve people performance. Many of the actions and work undertaken by HR & OD over the past 2 years has helped to improve the workforce.
- 13.3 A new People Strategy is being developed for 2008 to 2018. This is the subject of a separate report on the committee agenda.