

# HARINGEY COUNCIL EMPLOYMENT PROFILE

APRIL 2007 – MARCH 2008 EDITION

A Human Resources report produced by

**HR EMPLOYMENT STRATEGY & PERFORMANCE TEAM**

# Introduction

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The Haringey employment profile gives an overview of the organisation's workforce over the 2007/2008 financial year. It focuses on performance in relation to the total number of employees and also reports the various diversity strands within the organisation such as disability, gender, ethnicity and age.

The profile enables the organisation to understand trends and to practice, review and implement policy. It also contributes towards our understanding of the impact of people management practices on employees.

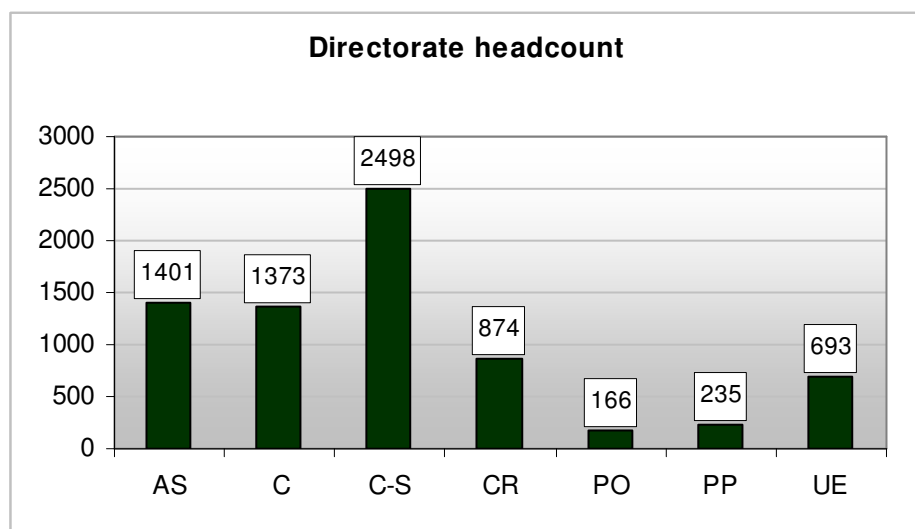
It enables Haringey to fulfil obligations under the Race Relations (Amendment) Act 2000 and maintain our Equality Standard for Local government (Haringey is currently at Level 2 working towards Level 4).

Level 4 of the Equality Standard (2007) requires the organisation to:

- use existing or adapted personnel information systems to provide equality data relating to human resources targets
- produce monitoring reports at regular and specified intervals and circulate them to designated consultation and scrutiny groups
- use equality data to monitor personnel procedures
- use equality data to monitor the number of staff leaving employment and their reasons for leaving
- use monitoring reports to assess whether the authority's employment profile is aligned to the profile of the local labour market.

# The Council Employment Profile at a Glance...

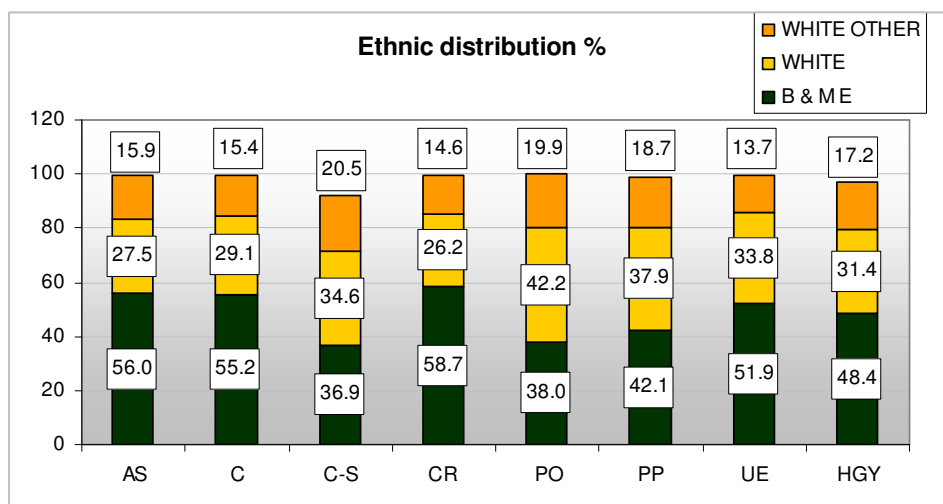
## Headcount



## White and BME

**Ethnicity comparison by directorate (%)**

Directorate	BME	WHITE	WHITE OTHER
AS	56.0	27.5	15.9
C	55.2	29.1	15.4
C-S	36.9	34.6	20.5
CR	58.7	26.2	14.6
PO	38.0	42.2	19.9
PP	42.1	37.9	18.7
UE	51.9	33.8	13.7
<b>HGY</b>	<b>48.4</b>	<b>31.4</b>	<b>17.2</b>

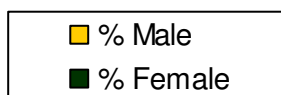
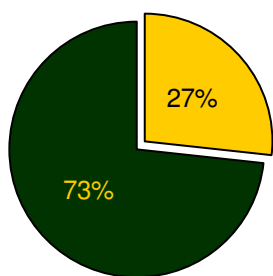


# The Council Employment Profile at a Glance...

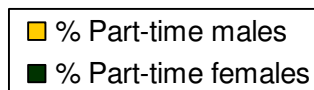
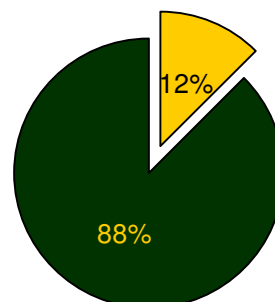
## Gender and Part-time Breakdown

Gender and part-time breakdown by directorate				
Directorate	Male	Male % PT	Female	Female % PT
AS	33.5	5.4	66.5	27.0
C	18.1	5.0	81.9	40.1
C-S	14.1	7.7	85.9	73.4
CR	40.2	8.4	59.8	25.1
PO	27.1	2.4	72.9	10.8
PP	33.6	1.7	66.4	11.9
UE	56.1	2.6	43.9	4.0
<b>HGY</b>	<b>26.7</b>	<b>6.0</b>	<b>73.3</b>	<b>42.2</b>

**Gender breakdown**



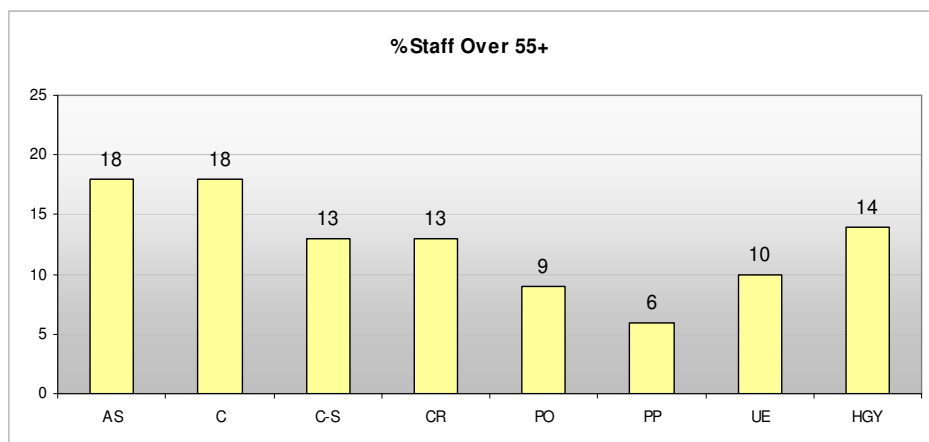
**Male & female part-timers**



# The Council Employment Profile at a Glance...

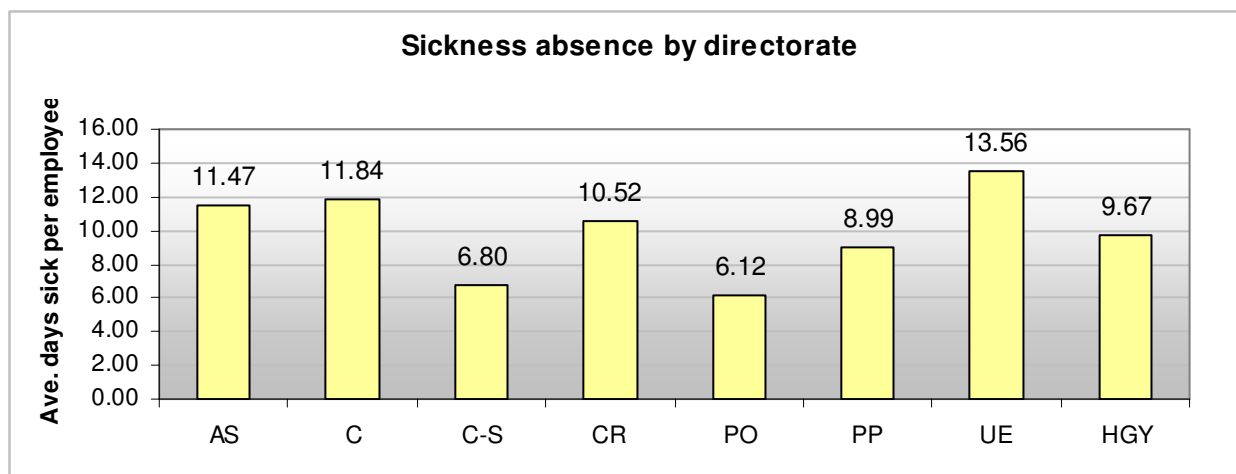
## Age Summary

Age summary by directorate			
Directorate	% <25	% 55+	Ave. Age
AS	6.0	18	44
C	4.0	18	44
C-S	6.0	13	42
CR	4.0	13	42
PO	7.0	9	39
PP	3.0	6	40
UE	6.0	10	40
<b>HGY</b>	<b>5.0</b>	<b>14</b>	<b>43</b>



## Sickness Absence

Average sickness days by directorate	
Directorate	Ave. Days
AS	11.47
C	11.84
C-S	6.80
CR	10.52
PO	6.12
PP	8.99
UE	13.56
<b>HGY</b>	<b>9.67</b>
HGY Target	8.80



# Employment Profile

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# Section One – A Diverse Workforce

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## Summary

### **Headcount, Gender and Ethnic Breakdown**

Haringey employs 7240 staff (excluding teachers and casual staff).

- 73.3% of the workforce are women. This is greater than borough profile of 49.9% women. The Council's statistics demonstrate that Haringey remains an employer of choice for women. The Council offers women flexible working benefits and development schemes such as springboard to help increase the number of women in professional / senior posts.
- 48.4% of the council workforce are from black & minority ethnic groups (BME). This compares well with the Haringey population of 34.4% BME. In addition there are 17.2% staff from white - other backgrounds such as Irish, Greek, Greek Cypriot, Turkish, Turkish Cypriot, etc. Haringey ranks as the fifth most diverse borough in London.
- 36.3% (increase of 3% from 06/07) of the council are BME women, comparing well with the percentage of 34.7% white and white - other staff.
- Of the top 5% earners in the council 19.02% are BME staff. This is a small rise of 1% on 06/07 figures and places the Council 6<sup>th</sup> in London for BME in the top 5% of earners

The above statistics show that, broadly we have a workforce that reflects the community we serve.

We are encouraging greater promotion of diversity issues through the people plans within each business unit.

### **Full-time and Part-time**

- 48.2% of the workforce is classed as part time workers. Of these part timers 88% are females and 12% male. Last year males represented only 6% of all part time workers. Promotion of the Council flexible working policy has encouraged male workers to consider alternative working patterns.
- The Council runs a childcare voucher salary sacrifice scheme for part time and full time workers to help parents save money.

# Section One – A Diverse Workforce

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## Summary (Continued)

### **Age Profile**

- The average age of the workforce is 43 years old
- 5% of staff are aged under 25. The percentage of residents in the borough aged 18-24 is approx. 10%.
- 14% of staff are aged 55 plus compared with approx 10% in the borough profile 55–69 years age range.
- The percentage of 55 plus workers increases in the higher pay grades. This is to be expected since with increased experience the opportunity to get better paid jobs increases.
- There are currently 71 staff over the age of 65 who have taken advantage of the age discrimination legislation and requested to work over 65 years.

The general population continues to age, largely due to the baby boom of the 1960s. As these workers retire there are less workers to replace them due to reducing birth numbers since the 1960s. The national picture is mirrored in Haringey.

It is forecasted that in the next 25 years, there will be a 22% rise in the 40 – 65 age group. This is an estimated 17,500 residents. At the other end of the scale it is expected that younger residents aged below 39 will fall in the next 25 years by 6.3% (7,300).

The over 65 age group is projected to rise by 20.6% over the next 25 years. This could increase the numbers of staff looking to work past 65 and will also increase demands on services for older people, many of which are provided by the Council.

The council is ensuring our future service delivery by planning ahead. Long term people strategies, succession planning and talent management are all key focus points for 2008/09.

### **Disabled staff**

- 6.6% of staff declared they are disabled. This is a further increase on last year's figure.

The council is striving to improve disabled representation and as part of a recruitment strategy we are working with local groups to attract disabled people to jobs in the council by introducing short work trials in place of interviews for permanent work.



# Section One – A Diverse Workforce

## Headcount & Ethnic Breakdown

This section contains data on the number of employees employed by Haringey Council.

The table below shows the different ethnic groups by gender and grade bands (see appendix A for Salary information).

As at the end of the 01 April 2007 - 31 March 2008 period, Haringey Council employed **7240** employees (excluding Teachers and Casual/Sessional employees)

ETHNIC BREAKDOWN COMPARISON BY GENDER AND SALARY BANDS (Percentages against total number of staff in Haringey Council)															
Ethnic group	Total	Gender		MANUAL		SC1-SC5		SC6-SO2		PO1-PO3		PO4-PO7		PO8+	
		M	F	M	F	M	F	M	F	M	F	M	F	M	F
Black	<b>34.4</b>	8.3	26.1	2.3	9.2	2.3	6.2	2.1	6.2	1.0	2.4	0.5	1.8	0.1	0.2
Asian	<b>7.9</b>	2.0	6.0	0.3	1.6	0.3	1.9	0.6	1.2	0.3	0.6	0.3	0.5	0.1	0.1
Mixed	<b>3.2</b>	0.9	2.3	0.1	0.5	0.4	0.7	0.2	0.7	0.1	0.2	0.1	0.2	0.0	0.1
Other	<b>2.8</b>	0.8	2.0	0.2	0.6	0.2	0.5	0.2	0.5	0.1	0.2	0.1	0.2	0.1	0.0
BME	<b>48.4</b>	12.1	36.3	2.9	11.9	3.2	9.4	3.2	8.5	1.5	3.4	1.0	2.7	0.3	0.4
White	<b>30.6</b>	10.0	20.6	1.6	4.2	2.2	6.7	2.0	4.5	1.6	2.2	1.5	2.2	1.1	0.9
White Other	<b>18.0</b>	3.9	14.0	0.6	2.9	0.8	4.6	0.9	3.6	0.7	1.4	0.6	1.1	0.2	0.4
Not Dec.	<b>3.1</b>	0.7	2.3	0.2	1.2	0.3	0.8	0.1	0.2	0.0	0.1	0.0	0.0	0.0	0.0
Totals	100.0	26.7	73.3	5.3	20.2	6.6	21.5	6.2	16.8	3.8	7.0	3.2	6.0	1.6	1.7
		100.0		25.6		28.1		23.0		10.8		9.3		3.3	

The table above shows a lot of valuable data but is quite complicated.

Therefore the table below summarises key information from the table above and allows for quick comparison of key data by ethnic group, females and salary level.

Summary of % ethnic groups by grade & gender								
Ethnic Group	% workforce	% females	£32k+ (PO4 and above)		£21k – 32k (Sc6 to PO3)		Less than £21k (Manual to Sc5)	
			% staff	% females	% staff	% females	% staff	% females
BME	48.4	36.3	4.4	3.1	16.6	11.9	27.4	21.3
WHITE OTHER	18.0	14.0	2.4	1.5	6.6	5.0	9.0	7.5
WHITE	30.6	20.6	5.7	3.1	10.2	6.6	14.7	10.9

- 48.4% of the council workforce are from black & minority ethnic groups. This compares well with the 48.6% white staff.
- 36.3% of the council are black & minority ethnic women, which compares well with the 34.7% white women.
- 4.4% black & minority ethnic staff are paid more than £32,000, compared with 8.1% of white staff.

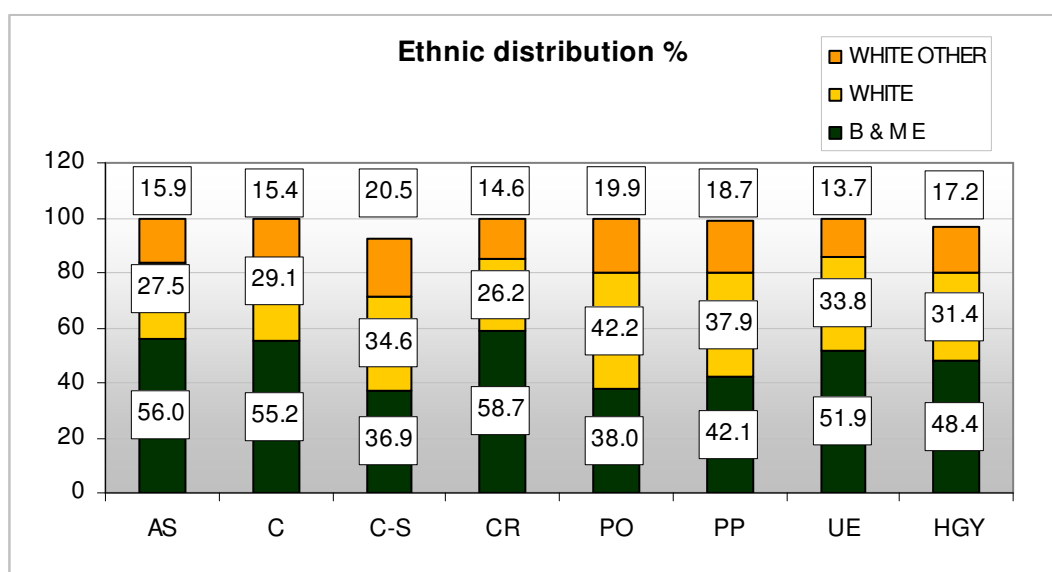
# Section One – A Diverse Workforce

## Headcount & Ethnic Breakdown (Continued)

Haringey serves a multicultural community of around 217,000 with 34% coming from black & minority ethnic communities. With 7240 staff (approximately 8500 including teachers), Haringey Council is the largest employer in the borough. Most employees live locally and overall the Council's black & minority ethnic (BME) workforce is representative of the diverse community Haringey serves.

The following table shows the % of ethnic groups per Directorate compared with Haringey's population.

% Ethnic distribution by directorate								
	Black	Asian	Mixed	Other	BME	White	White Other	Not Dec
AS	41.7	6.6	3.4	4.3	56.0	27.5	15.9	0.6
C	43.1	7.5	2.6	2.0	55.2	29.1	15.4	0.3
C-S	23.5	8.9	2.7	1.8	36.9	34.6	20.5	7.9
CR	41.4	9.7	3.0	4.6	58.7	26.2	14.6	0.5
PO	23.5	7.2	5.4	1.8	38.0	42.2	19.9	0.0
PP	33.2	3.0	3.4	2.6	42.1	37.9	18.7	1.3
UE	36.1	7.2	5.6	3.0	51.9	33.8	13.7	0.6
<b>HGY</b>	<b>34.4</b>	<b>7.9</b>	<b>3.2</b>	<b>2.8</b>	<b>48.4</b>	<b>31.4</b>	<b>17.2</b>	<b>3.1</b>



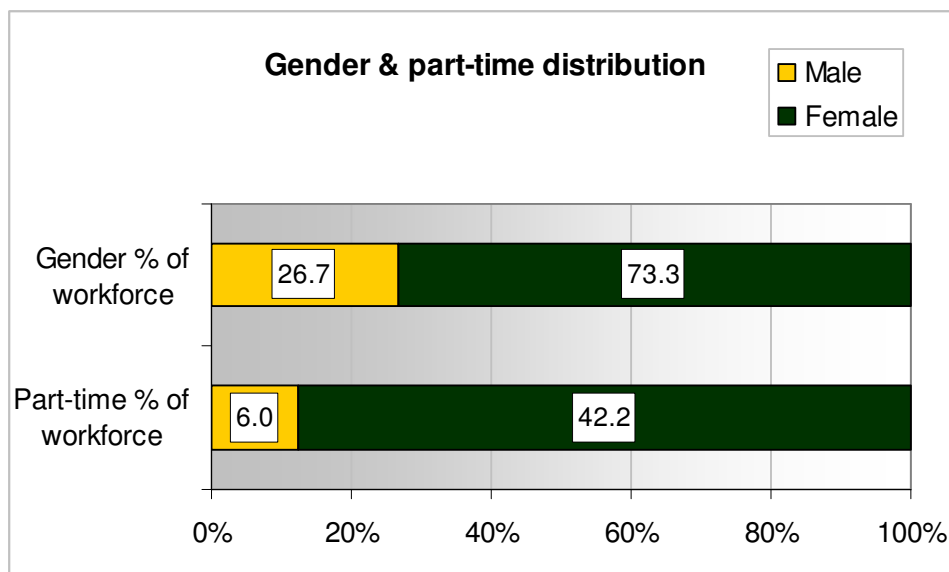
# Section One – A Diverse Workforce

## Gender & Part Time Distribution

This section shows the distribution of employees who are considered to be part-time (employees who work less than 36 hours).

Gender & part-time distribution by directorate						
	Total	Total % PT	Male		Female	
			Total	% PT	Total	% PT
AS	1401	32.4	76	5.4	378	27.0
C	1373	45.2	69	5.0	551	40.1
C-S	2498	81.1	192	7.7	1833	73.4
CR	874	33.4	73	8.4	219	25.1
PO	166	13.3	4	2.4	18	10.8
PP	235	13.6	4	1.7	28	11.9
UE	693	6.6	18	2.6	28	4.0
<b>HGY</b>	<b>7240</b>	<b>48.2</b>	<b>436</b>	<b>6.0</b>	<b>3055</b>	<b>42.2</b>

- 48.2% of the workforce are considered to be part-time. This breaks down to 42.2% female and 6% male.
- 73.5% of the workforce are women



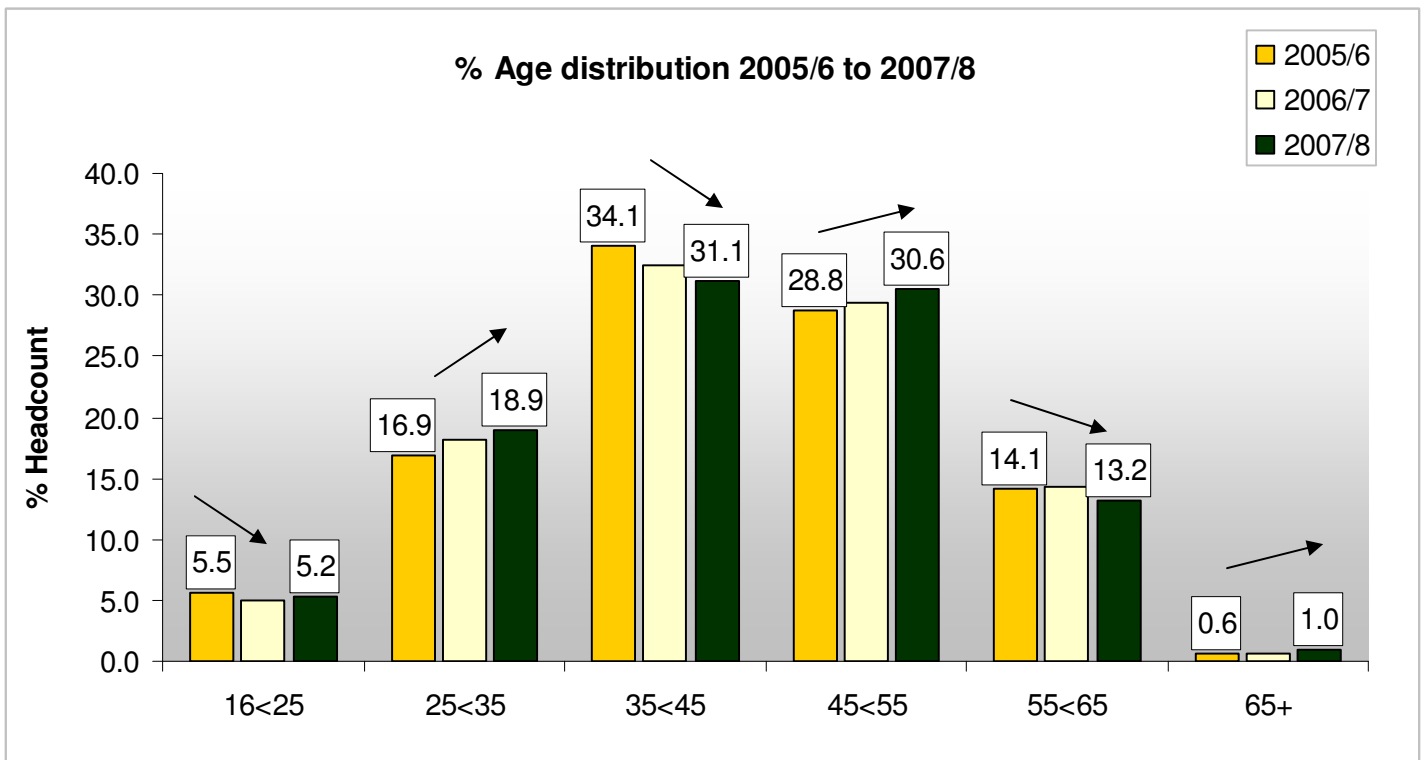
# Section One – A Diverse Workforce

## Age Analysis

This section shows the age profile of Haringey Council's workforce using age bands.

The table and chart below shows the age distribution of the workforce over 3 years.

% Age distribution over last 3 years			
Age band	2005/6	2006/7	2007/8
16<25	4.9	4.2	5.2
25<35	18.2	18.9	18.9
35<45	32.5	31	31.1
45<55	29.4	30.4	30.6
55<65	14.3	14.4	13.2
65+	0.6	1.1	1
<b>Total</b>	<b>7556</b>	<b>6985</b>	<b>7240</b>



- The workforce continues to age with 14.2% aged 55 or more. However 29%, the largest number of new starters in the Council, come from the 25-34 age group which has increased its share of the Council's workforce.

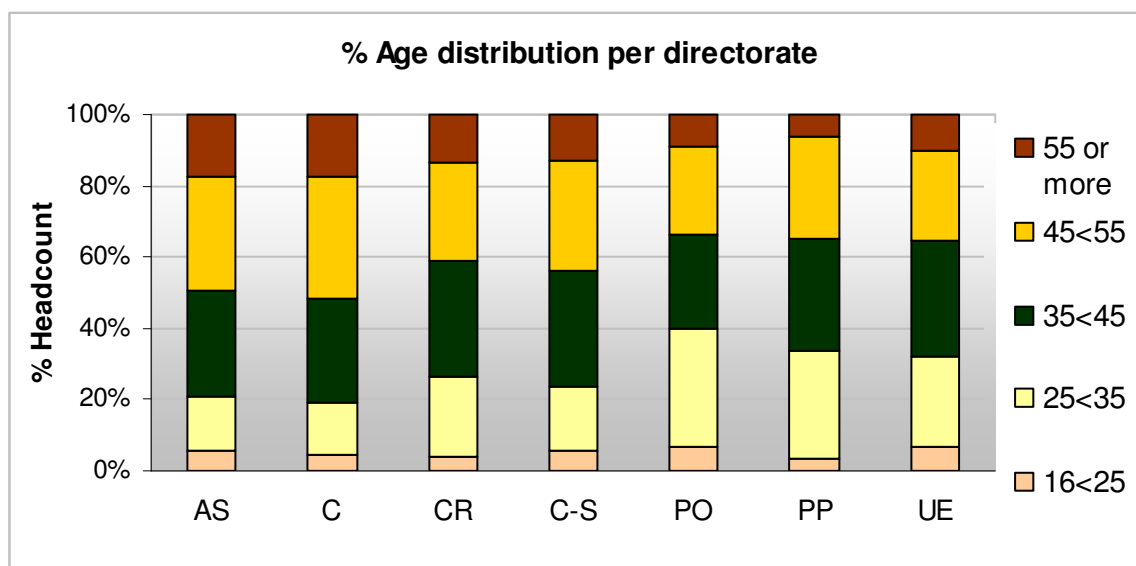
# Section One – A Diverse Workforce

## Age Analysis (Continued)

This section highlights the age distribution throughout Haringey Council using age bands.

The following table displays the % of staff in each age band per Directorate.

% Age Distribution by Directorate									
Directorate	Total	Ave. Age	55+	16<25	25<35	35<45	45<55	55<65	65+
AS	1401	44	17.6	5.6	15.3	29.5	32.1	16.8	0.8
C	1373	44	17.6	4.2	14.9	29.2	34.1	17.0	0.5
C-S	2498	42	13.1	5.8	17.9	32.5	30.7	12.0	1.0
CR	874	42	13.3	3.7	23.0	32.3	27.8	11.4	1.8
PO	166	39	9.0	6.6	33.1	26.5	24.7	8.4	0.6
PP	235	40	6.4	3.4	30.2	31.5	28.5	6.0	0.4
UE	693	40	10.0	6.5	25.5	32.5	25.5	8.5	1.4
<b>HGY</b>	<b>7240</b>	<b>43</b>	<b>14.2</b>	<b>5.2</b>	<b>18.9</b>	<b>31.1</b>	<b>30.6</b>	<b>13.2</b>	<b>1.0</b>



- The average age of a Haringey Council employee is 43.
- Children & Young People (Exc schools) continue to have the highest % staff 55 +.
- People and Organisational development and Urban Environment have the highest percentages of staff aged under 25.

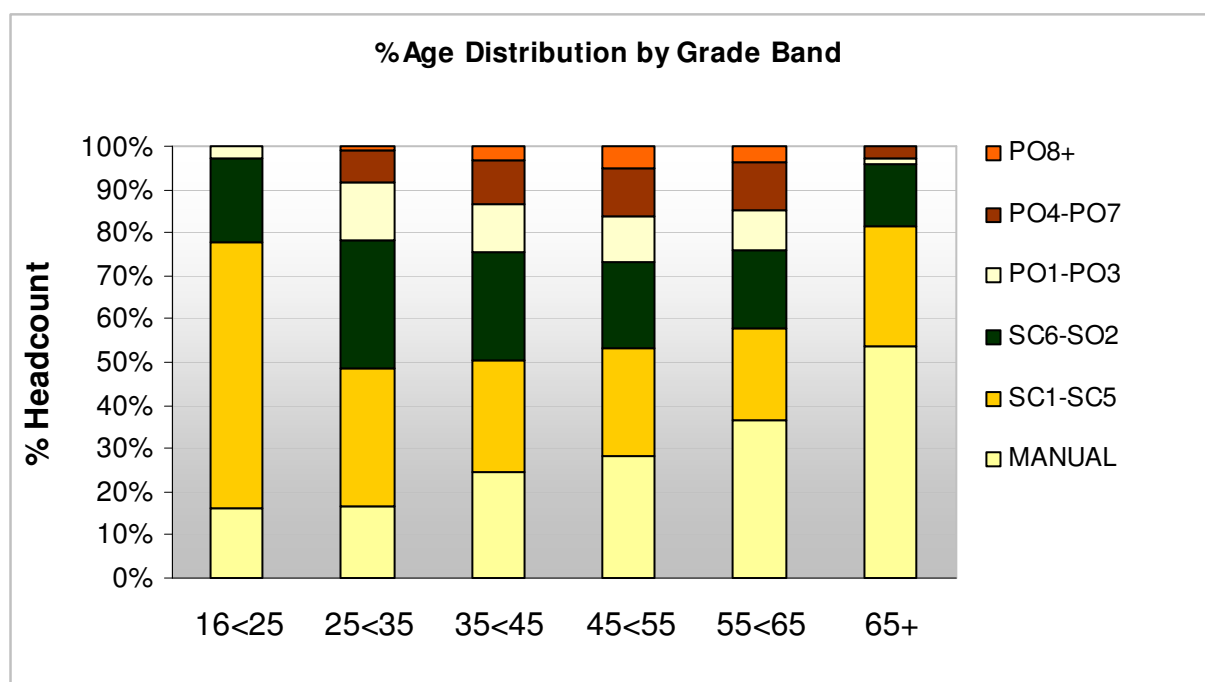
# Section One – A Diverse Workforce

## Age Analysis (Continued)

This section highlights the age distribution throughout Haringey Council using age bands.

The following table displays the % of staff in each age band per Directorate.

Age analysis by grade band						
	16<25	25<35	35<45	45<55	55<65	65+
MANUAL	16.1	16.6	24.5	28.2	36.5	53.5
SC1-SC5	61.6	32.2	26.0	24.9	21.3	28.2
SC6-SO2	19.6	29.3	24.9	19.9	18.3	14.1
PO1-PO3	2.6	13.8	11.4	10.8	9.3	1.4
PO4-PO7	0.0	7.2	10.0	11.0	10.8	2.8
PO8+	0.0	0.9	3.3	5.2	3.9	0.0
<b>Headcount</b>	<b>378</b>	<b>1370</b>	<b>2251</b>	<b>2213</b>	<b>957</b>	<b>71</b>



# Section One – A Diverse Workforce

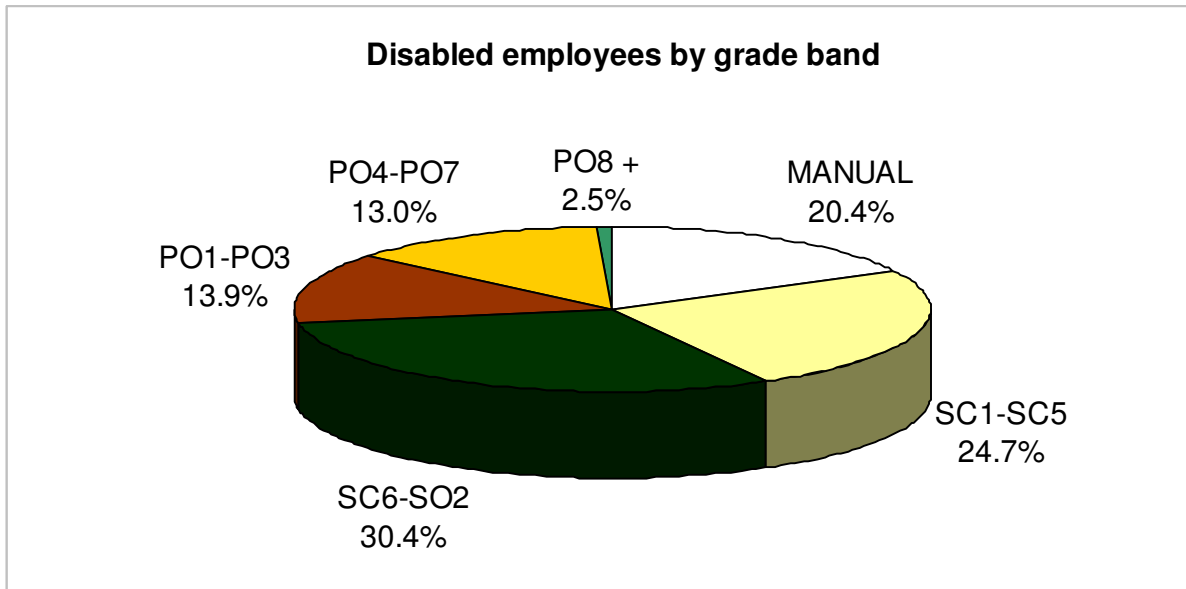
## Disability Analysis

The table below shows the number of disabled staff per directorate by grade band. The number of disabled staff as % of directorate is also displayed. This figure is different from the 6.58% published in relation to BVPI 16a 2007/8, which is based on those staff who have a 'Yes' or 'No' held against their record on SAP.

The number of staff has risen to 4.6% of the workforce, from 3.8% last year.

Disabled staff by directorate & grade band								
Directorate	Total	% of Workforce	MANUAL	SC1-SC5	SC6-SO2	PO1-PO3	PO4-PO7	PO8+
AS	86	6.1	20	21	23	10	11	1
C	74	5.4	6	15	26	8	19	0
C-S	55	2.2	24	23	7	1	0	0
CR	44	5.0	2	9	24	4	4	1
PO	11	6.6	0	1	4	4	2	0
PP	15	6.4	0	1	2	7	4	1
UE	47	6.8	5	12	15	12	3	0
<b>HGY</b>	<b>332</b>	<b>4.6</b>	<b>57</b>	<b>82</b>	<b>101</b>	<b>46</b>	<b>43</b>	<b>3</b>

The chart shows the breakdown of disabled staff by grade band.



## Section Two – Recruitment & Retention

### Summary

#### **Employee Turnover**

The Council's turnover rate stood at 13.6% for the last year. This is broadly in line with turnover levels in London local authorities of 13.7% in 2006/2007.

We have reviewed and improved our redeployment process.

- All redeployees have an in depth skills assessment interview at the beginning of the process and then attend two workshops which focus on job application skills and interview skills.
- The total number of redeployees processed in 2007 was 106. Of these, 19 were redeployed, creating a saving of £114,629. On average redeployees were on the redeployment register for 39 days.

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.

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.

#### **New Starters**

1127 new employees joined Haringey over the 2007/2008 financial year. Comparatively in 2006/2007 there were 948 new starters.

Out of all new starters, 13% were from the 16-24 age band, compared with 29% of new starters aged 25-35. This is in line with the working population, in which 12% falls within the youngest age band 16-24 (ONS: 2007)

47% of new starters are from BME backgrounds. Comparatively the wider employment rate of BME people in employment within Greater London is 28% (GLA: 2006).

1.4% of new starters declared a disability.

70% of new starters are women. The Council continues to attract women at all levels in the Council and has schemes such as Springboard to help women reach their full potential. An alternative scheme 'Navigator' is aimed at male employees.

#### **Recruitment and Retention initiatives**

The Council was awarded Investors In People (IIP) accreditation in 2005, and reassessed in 2007 against a new harder standard. The assessment concluded that we continue to meet the IIP standards demonstrating we are a good employer.

The equal pay and conditions package negotiations with trade unions have been concluded and agreement reached on a package to resolve equal pay issues.

Work Trials pilot – working with local groups to attract disabled people to jobs in the council by introducing short work trials in place of interviews for permanent work.

New Start Apprenticeship Scheme – 11 local residents aged 16 – 24 were offered training places this year. They have the opportunity to gain a nationally recognised qualification as part of the scheme.



A comprehensive package of benefits has been introduced in order to offer staff the opportunity to take advantage of a range of discounts on products and services including childcare vouchers and mobile eye care clinics. 30% of the borough have dependant children, with 13.6% lone parents.

Staff surveys – the survey enables us to establish what our employees value most in order to identify effective retention and development initiatives.

This section looks at the labour flow of people coming into the organisation from internal and external sources, including turnover and related metrics that have a bearing on staff movement.

## Turnover in the Borough

Haringey borough has historically experienced a high population turnover. This is mainly people leaving the borough to live elsewhere in the UK and being replaced by babies being born. There are less people moving to the borough than leaving.

Ongoing regeneration projects aim to make Haringey a borough of choice. These will positively impact on our turnover, encouraging people to move to the Borough and making the borough more accessible by improving and adding transport links.

These projects include the Haringey Heartlands project, expansion and redevelopment of Tottenham Hotspurs Football Club, redevelopment of Wards Corner, Former Tottenham Baths and Clyde Rd Depot, repair and retention of Scotland Green – offering a multitude of residential, retail and transport additions to Haringey.

The Wood Green shopping centre is being regenerated. These facilities alongside our 8 Green Flag parks, 9 libraries and numerous leisure facilities accessible by employees, will continue to help attract and retain staff as well as people moving into Haringey.

## Turnover in the Council

In the Council we have a turnover of 13.6%. Completely eliminating turnover would be neither achievable nor desirable as it allows new skills, fresh thinking and ideas into the organisation, and provides career development opportunities for existing employees. Excessive turnover however can be disruptive to service delivery and expensive both in terms of direct and indirect costs. Its management is about having a measure of influence and control of who stays and who goes.

There is no exact figure for what a healthy turnover should be, as it can vary by organisation, service, occupation and over time.

Employee turnover is essential to provide us with information about the climate of our organisation. We can track turnover through exit interviews and termination records in SAP in order to monitor trends. This also identifies high turnover in concentrated areas. Human Resources Business Partners can then advise on solutions e.g. if turnover is due to weak management, coaching can be advised for the individual.

Employee turnover also allows an organisation to make adjustments. Vacancies can be filled using existing staff as development opportunity or be used as an opportunity to consider automation of processes or outsourcing.

Employees can be affected positively or negatively by increased turnover. Dips in morale can be experienced when friends leave or when staff feel they have to take on extra workload. On the plus side turnover often creates opportunities for promotion, acting up, secondment and new work areas offering opportunity for learning and growth.

## Section Two – Recruitment & Retention

### Turnover (continued)

The following tables look at the different categories of employee turnover per directorate in 2007/8

Reason for leaving category by directorate					
Directorate	Dismissal	Other/Not known	Redundancies	Resignations	Total
AS	19	28	17	91	155
C	10	20	30	108	168
C-S	17	112	20	261	410
CR	8	4	10	70	92
PO	0	4	1	18	23
PP	2	2	4	28	36
UE	5	6	16	54	81
<b>HGY</b>	<b>61</b>	<b>176</b>	<b>98</b>	<b>630</b>	<b>965</b>

Employee turnover (%) category by directorate					
Directorate	Dismissal	Other/Not known	Redundancies	Resignations	Total
AS	1.4	2.0	1.2	6.5	11.1
C	0.7	1.4	2.1	7.7	12.0
C-S	0.7	4.8	0.8	11.1	17.4
CR	0.9	0.4	1.1	7.8	10.3
PO	0.0	2.5	0.6	11.1	14.2
PP	0.9	0.9	1.7	12.1	15.6
UE	0.7	0.9	2.4	8.0	12.1
<b>HGY</b>	<b>0.9</b>	<b>2.5</b>	<b>1.4</b>	<b>8.9</b>	<b>13.6</b>

- Children and Young People's Service has the highest turnover rate.
- Policy, Partnerships, Performance & Communications has the highest level of resignations at 12.1%

## Section Two – Recruitment & Retention

### Turnover (continued)

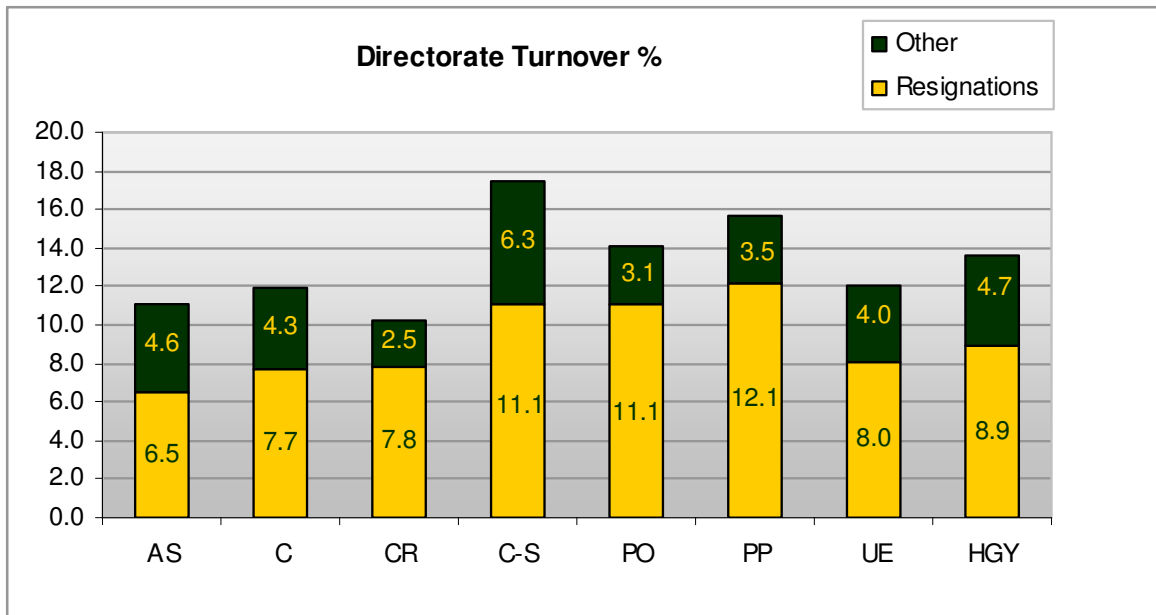
The level of voluntary resignations is of particular interest, as being employee-initiated; it can serve as a good indicator of an organisations health. Low levels may indicate good management practice, retaining pay & benefits and recognition systems, good retention practices, flexible work life balance schemes, clear internal career paths and opportunities, or a combination of any of these, with high levels often meaning the reverse.

It is also the largest group of leavers (65%) and the one most easily influenced, thus enabling large savings if approached correctly. This group has risen by 2% in the last year.

Haringey Council's voluntary resignation rate of 8.9% is comparable with average for London Boroughs (London Councils) at 8.7%.

	Haringey Council	London Councils 2008
Resignations	8.9 (65%)	8.7%

The following chart highlights the majority % of voluntary resignations compared with all other categories. The total turnover rate is above the column series.



## Section Two – Recruitment & Retention

### Turnover (continued)

The following table shows the voluntary resignation rate for each grade band by length of service.

This shows that relatively high resignation rates occur within the first 2 years of starting.

<b>% Voluntary resignation rates by grade bands and length of service</b>							
<b>Grade band</b>	<b>Total</b>	<b>0&lt;1</b>	<b>1&lt;2</b>	<b>2&lt;5</b>	<b>5&lt;10</b>	<b>10&lt;15</b>	<b>15+</b>
MANUAL	9.7	18.4	14.2	10.6	6.3	5.4	4.3
SC1-SC5	9.6	14.1	16.0	11.1	7.3	3.2	2.2
SC6-SO2	6.8	12.2	13.8	7.0	7.8	1.7	3.0
PO1-PO3	7.4	12.2	8.3	15.0	5.3	3.6	2.2
PO4-PO7	11.4	13.3	13.7	20.1	14.3	4.0	3.2
PO8+	7.9	5.4	5.7	14.8	6.6	6.5	1.8
<b>Totals</b>	<b>8.9</b>	<b>14.7</b>	<b>13.9</b>	<b>11.3</b>	<b>7.5</b>	<b>3.6</b>	<b>2.9</b>

<b>Number of voluntary resignations by grade bands and length of service</b>							
<b>Grade band</b>	<b>Total</b>	<b>0&lt;1</b>	<b>1&lt;2</b>	<b>2&lt;5</b>	<b>5&lt;10</b>	<b>10&lt;15</b>	<b>15+</b>
MANUAL	177	51	28	49	28	10	11
SC1-SC5	190	46	40	63	30	5	6
SC6-SO2	111	20	20	32	25	3	11
PO1-PO3	56	8	6	27	7	3	5
PO4-PO7	78	7	10	34	18	3	6
PO8+	18	1	1	11	3	1	1
<b>Totals</b>	<b>630</b>	<b>133</b>	<b>105</b>	<b>216</b>	<b>111</b>	<b>25</b>	<b>40</b>

<b>Average headcount of period by grade bands and length of service</b>							
<b>Grade band</b>	<b>Total</b>	<b>0&lt;1</b>	<b>1&lt;2</b>	<b>2&lt;5</b>	<b>5&lt;10</b>	<b>10&lt;15</b>	<b>15+</b>
MANUAL	1824	277	198	461	447	184	259
SC1-SC5	1987	326	251	569	412	157	273
SC6-SO2	1632	164	145	456	319	178	371
PO1-PO3	760	66	73	180	133	83	227
PO4-PO7	683	53	73	169	126	76	187
PO8+	229	19	18	75	46	16	57
<b>Totals</b>	<b>7113</b>	<b>903</b>	<b>756</b>	<b>1908</b>	<b>1482</b>	<b>692</b>	<b>1373</b>

## Section Two – Recruitment & Retention

### Turnover (continued)

The following table shows the voluntary resignation rate for each grade band by age.

Voluntary resignation rates for staff aged under 35 years are 70% higher than average. This may be because of marketability and willingness to pursue or change job, location, etc. If we can improve retention levels in these groups this will start to have an impact on the age profile of the council.

<b>% Voluntary resignation rates by grade bands and age</b>							
<b>Grade band</b>	<b>Total</b>	<b>16-24</b>	<b>25-34</b>	<b>35-44</b>	<b>45-54</b>	<b>55-64</b>	<b>65+</b>
MANUAL	9.7	36.5	15.0	8.7	8.0	6.2	12.7
SC1-SC5	9.6	11.8	15.7	8.8	6.8	4.6	0.0
SC6-SO2	6.8	7.5	11.4	7.1	3.7	2.8	11.1
PO1-PO3	7.4	0.0	17.6	4.4	5.2	1.1	0.0
PO4-PO7	11.4	0.0	19.1	13.6	7.7	7.5	40.0
PO8+	7.9	0.0	18.2	11.0	5.6	5.5	0.0
<b>Totals</b>	<b>8.9</b>	<b>14.9</b>	<b>14.9</b>	<b>8.4</b>	<b>6.4</b>	<b>4.9</b>	<b>9.5</b>

<b>Number of voluntary resignations by grade bands and age</b>							
<b>Grade band</b>	<b>Total</b>	<b>16-24</b>	<b>25-34</b>	<b>35-44</b>	<b>45-54</b>	<b>55-64</b>	<b>65+</b>
MANUAL	177	21	33	47	49	22	5
SC1-SC5	190	24	69	50	37	10	0
SC6-SO2	111	5	45	39	16	5	1
PO1-PO3	56	0	32	11	12	1	0
PO4-PO7	78	0	19	31	19	8	1
PO8+	18	0	2	8	6	2	0
<b>Totals</b>	<b>630</b>	<b>50</b>	<b>200</b>	<b>186</b>	<b>139</b>	<b>48</b>	<b>7</b>

<b>Average headcount of period by grade bands and age</b>							
<b>Grade band</b>	<b>Total</b>	<b>16-24</b>	<b>25-34</b>	<b>35-44</b>	<b>45-54</b>	<b>55-64</b>	<b>65+</b>
MANUAL	1824	58	220	538	612	358	40
SC1-SC5	1987	203	439	567	542	216	21
SC6-SO2	1632	67	394	552	432	178	9
PO1-PO3	760	8	182	252	231	88	1
PO4-PO7	683	0	100	229	246	107	3
PO8+	229	0	11	73	108	37	1
<b>Totals</b>	<b>7113</b>	<b>336</b>	<b>1345</b>	<b>2209</b>	<b>2169</b>	<b>982</b>	<b>74</b>

# Section Two – Recruitment & Retention

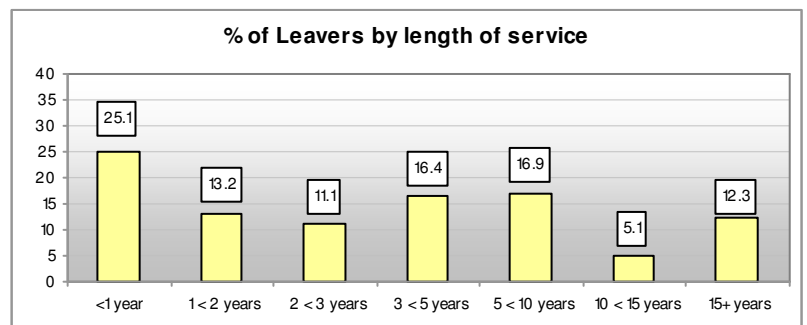
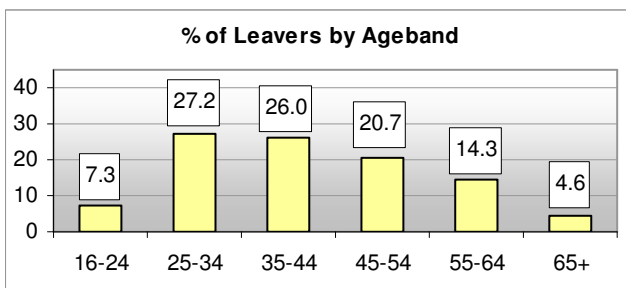
## Turnover (continued)

The following table shows the voluntary resignation rate for each directorate by ethnic group.

This shows that black & minority ethnic resignation rates are lower than those for white staff and lower than the proportion of BME staff in the workforce.

Leavers by directorate and ethnicity										
Directorate	BME		White		White Other		Not Declared		HGY	
	Total	%	Total	%	Total	%	Total	%	Total	%
AS	63	40.6	53	34.2	27	17.4	12	7.7	155	16.1
C	73	43.5	52	31.0	26	15.5	17	10.1	168	17.4
C-S	168	41.0	130	31.7	96	23.4	16	3.9	410	42.5
CR	44	47.8	30	32.6	9	9.8	9	9.8	92	9.5
PO	9	39.1	11	47.8	3	13.0	0	0.0	23	2.4
PP	15	41.7	14	38.9	2	5.6	5	13.9	36	3.7
UE	29	35.8	36	44.4	12	14.8	4	4.9	81	8.4
HGY	401	41.6	326	33.8	175	18.1	63	6.5	965	100.0

Leavers by business unit and age band														
Directorate	16-24		25-34		35-44		45-54		55-64		65+		Totals	
	Total	%	Total	%	Total	%	Total	%	Total	%	Total	%	Total	%
AS	11	7.1	34	21.9	33	21.3	36	23.2	24	15.5	17	11.0	155	16.1
C	5	3.0	36	21.4	52	31.0	29	17.3	38	22.6	8	4.8	168	17.4
C-S	42	10.2	112	27.3	107	26.1	88	21.5	46	11.2	15	3.7	410	42.5
CR	6	6.5	33	35.9	22	23.9	18	19.6	11	12.0	2	2.2	92	9.5
PO	1	4.3	10	43.5	6	26.1	4	17.4	2	8.7	0	0.0	23	2.4
PP	1	2.8	13	36.1	10	27.8	7	19.4	4	11.1	1	2.8	36	3.7
UE	4	4.9	24	29.6	21	25.9	18	22.2	13	16.0	1	1.2	81	8.4
HGY	70	7.3	262	27.2	251	26.0	200	20.7	138	14.3	44	4.6	965	100.0



## Section Two – Recruitment & Retention

### Length of service

The following table shows the % length of service for each directorate and grade band. Measuring by length of service is a useful way to gauge the amount of experience and knowledge of organisational process and history.

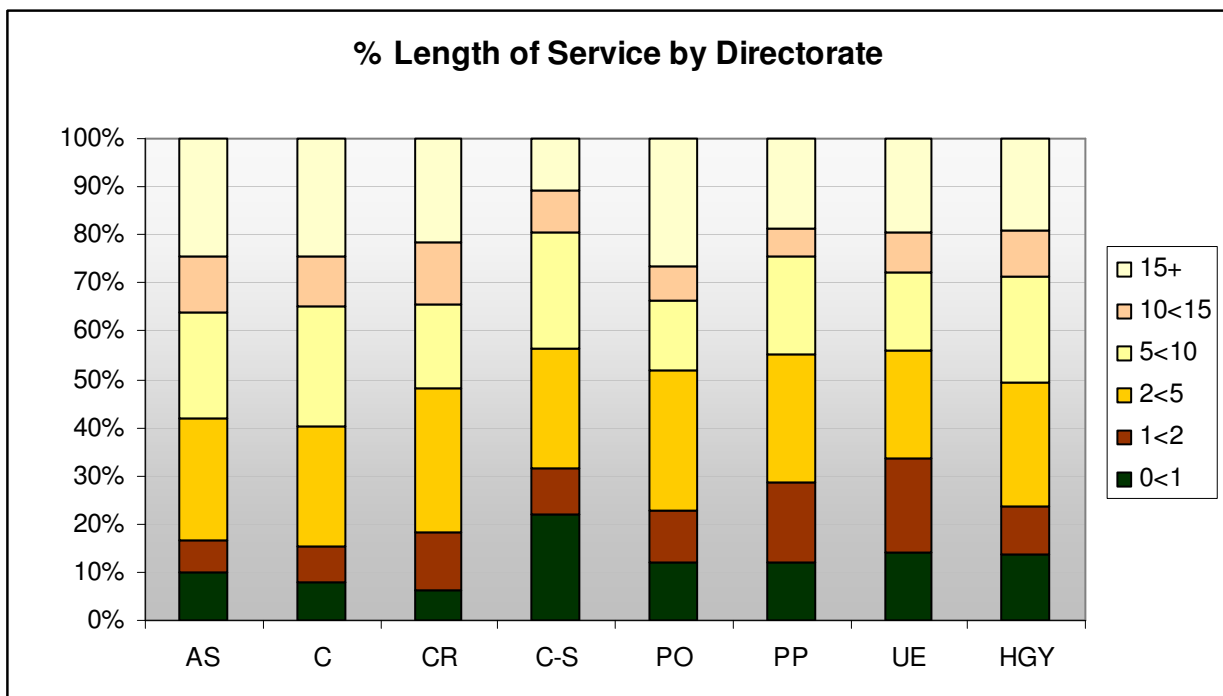
Average Length of Service by Directorate and Grade Band							
Directorate	MANUAL	SC1-SC5	SC6-SO2	PO1-PO3	PO4-PO7	PO8+	Total
AS	9.4	7.4	9.7	12.0	10.9	9.3	9.4
C	8.4	9.9	9.1	10.8	9.3	9.8	9.3
CR	6.3	6.4	9.3	11.0	11.1	8.2	8.7
C-S	5.5	5.7	7.8	9.8	6.0	7.1	6.1
PO	0.0	8.1	6.3	12.5	10.5	11.7	9.2
PP	13.7	4.2	5.4	5.6	10.1	11.5	7.4
UE	6.1	3.0	8.0	10.5	10.5	8.8	7.6
<b>HGY</b>	<b>7.0</b>	<b>6.3</b>	<b>8.7</b>	<b>10.4</b>	<b>10.1</b>	<b>9.4</b>	<b>7.9</b>

The data shows that 26% of the organisation has between 2-5 years length of service and 21% of staff have between 5-10 years. This could indicate that the vast majority of staff employed are happy with their job and stay on for a long period of time.

However, there is a dip within the 10-15 year range at 10% of the organisation.

19% of all staff have over 15 years service.

Looking at the length of service as distributed through each directorate, the trend continues showing a smaller percentage of staff within the 10-15 year bracket.



# Section Two – Recruitment & Retention

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## Economics

### **Economics – the impact on Haringey Council as an employer**

#### **The skills shortage**

Our ageing population (both nationally and within the council) leaves us vulnerable to a skills shortage. This is heightened by the impact of developing countries such as China, India and Eastern European regions growing and offering more jobs, and thus less migration to the UK.

As the baby boomers (people born after the Second World War and during the 1960s) move into retirement they will be replaced in the working age population by smaller numbers of people born since the 1960s. The Borough profile projects that the 40 – 65 age group will also increase which will continue to feed the ever increasing over 65 group, putting pressure on older people's services and also increasing the age demographic of the Council. In contrast the under 25s will decrease, as will (more slowly) the 25 – 39 age group. This means that the Council needs to focus on attracting young people, developing staff and transferring knowledge and skills in order to continue to be effectively resourced in order to deliver excellent services.

Human Resources is ensuring our future service delivery by planning ahead. Long term people strategies, succession planning and talent management are all key focus points for 2008/09.

#### **“Consumer confidence continues to fall”**

Source: GfK NOP on behalf of the European Commission

Human Resources has reviewed the recent GfK index of consumer confidence, which reflects people's views on their financial position and the general economic situation over the past year, as well as their expectations for the next 12 months.

Greater London scores have decreased indicating more negative feeling. This can improve retention rates as employees align themselves to their organisation's values in order to safeguard their jobs in a perceived unstable economic climate. Continued positive staff measures such as employee benefits, staff health MOTs and flexible working aim to improve our employment offer and ensure Haringey is a great place to work.



## Section Three – Our Workforce

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### Summary

#### **Employees and Agency staff**

In addition to the 7240 Council employees (excluding teachers), we also engaged on average, 593 agency workers throughout 2007/8. The vast majority were hired due to an increase in volume of work, which cannot be met with existing resources. Detailed management information is provided monthly to enable senior managers to challenge the activity in their business units.

The number of agency workers has seen a 70%+ reduction since the high usage of a couple of years ago. This has been achieved through a sustained reduction by careful monitoring of the use of our managed service contract. This year we have turned our attention to the use of long term agency temps in the council and an exercise is ongoing to reduce our reliance on these.

#### **Agency regeneration**

Agency temps are sourced from a variety of suppliers managed by Hays Resource Management, 41 suppliers have signed up to Hays' regeneration charter. They are committed to registering candidates who have attended free training through one of our regeneration partners. The candidates include long term unemployed, single parents and disabled candidates.

Successful completion of training ensures the candidate has a recent reference, from the training establishment. This reference allows them to apply for agency work, which once completed provided a second reference enabling the candidate to apply for permanent work through the Haringey guarantee scheme. Candidates are supported through the process by Hays' regeneration consultant who is based in Human Resources.

Additional links have been forged with Working Links in the last 2 months. This organisation offers support and training to the long term unemployed and those on benefits. Through this partnership 5 individuals have been placed with local agencies and subsequently have secured work in the Council in the last 2 months, and an additional 17 received training with a view to being placed once certified.

Key shortage roles in catering, driving and social care are being filled by these individuals. Training has primarily been undertaken in Food Safety and Recycling. Managers in these business areas have been engaged to help ensure the training is tailored to meet Haringey's specific requirements reducing the need for trial periods and increasing the long term permanent work prospects for the candidate. Two further courses are now open – in Haringey Recycling Driver training and also the accredited Pathway to Care course.

# Section Three – Our Workforce

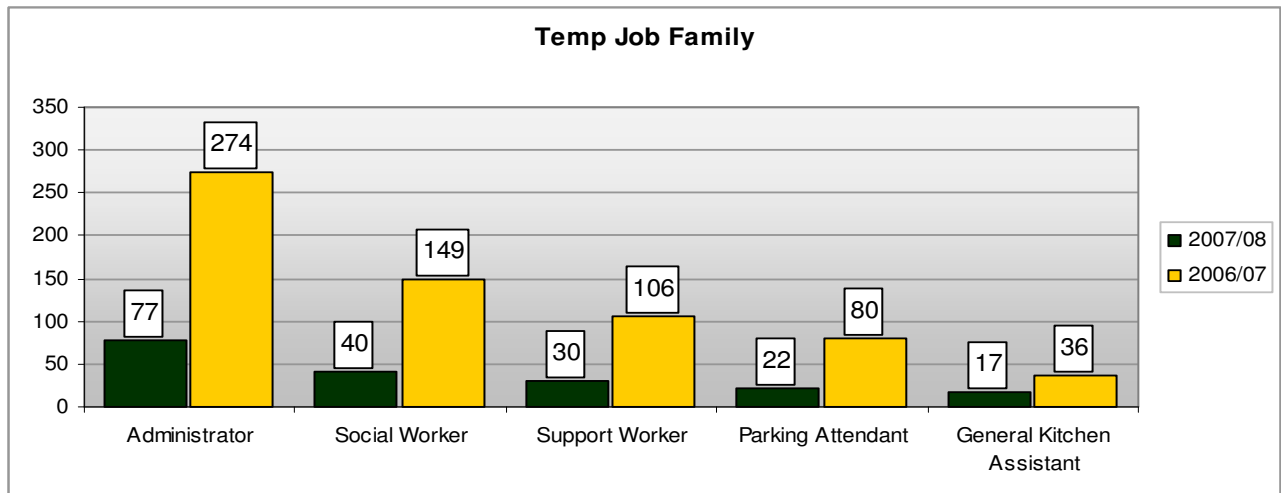
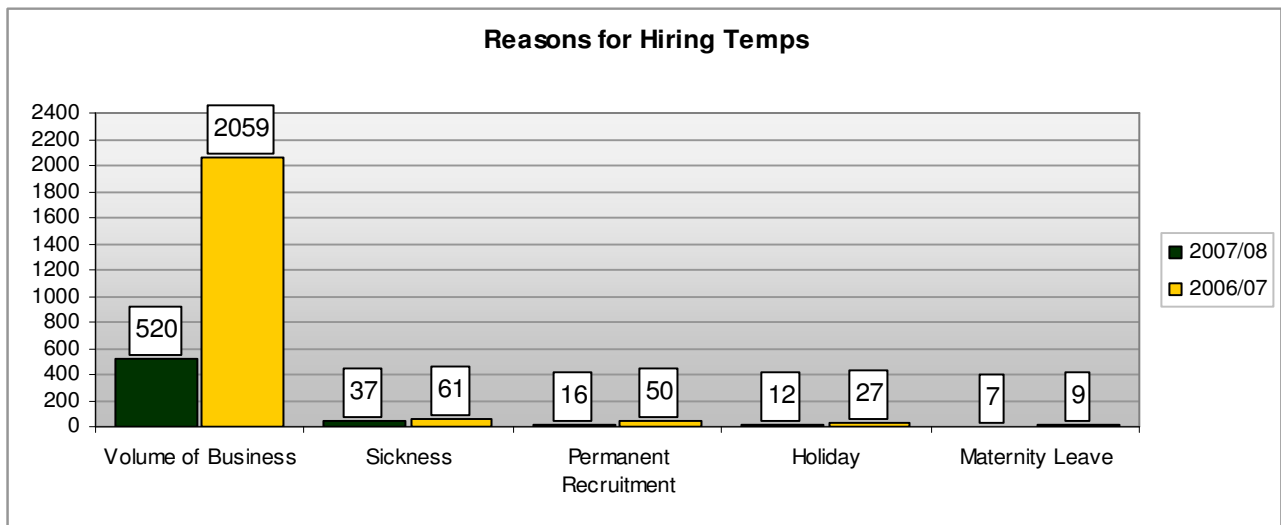
## The Council Workforce

The following table gives a snapshot on the number of the total number of full time equivalent Council and agency employees. Schools have been removed as their total agency usage is unknown.

Establishment coverage (excluding schools)				
Directorate	Headcount	FTE council staff	FTE agency staff	Total workers (FTE council + agency staff)
AS	1401	1216	141	1357
C	1373	1107	138	1245
CR	874	730	117	847
PO	166	158	7	165
PP	235	220	30	249
UE	693	670	168	838
HGY	4742	4100	602	4702

### Reasons for hiring agency temps

The graphs below detail the reasons why they were hired and the most common roles that they covered.



## Section Four – In Sickness and In Health

---

### Summary

#### **Sickness Absence**

The Sickness Absence Target set by the Council and reported to the Audit Commission is **8.80** days per person. The aim is to get the council into the top quartile of London local authorities.

The council absence rate at end of March 2008 was 9.67 days.

HR has been focussing on improving absence management over the last 2 years and has worked with managers to reduce long-term sickness. As a result, we have managed to reduce overall sickness absence from 10.4 days to its present rate of 9.67 days. Most of the decrease was concentrated in the latter part of 2007/08 following the introduction of a sickness toolkit that greatly assists managers in monitoring sickness absence.

Higher levels of sickness occur the older people get, although this may be expected.

However, 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.

As part of our strategy to reduce sickness absence levels we have been taking a 2 strand approach. We have improved scrutiny and action of management of absence and we are aiming to improve better attendance through creating a healthier lifestyle. These initiatives are summarised below:

- Introduction of the sickness toolkit allows easier monitoring and identification of high levels of absence enabling a targeted approach to intervention.
- The running again of the Health for Life programme in conjunction with the College of North East London.
- Promotion of a healthy lifestyle via sessions run by the Occupational Health Unit.
- Regular smoking cessation sessions set up and run by the Occupational Health Unit.
- Promotion of flexible working including a home-working pilot scheme in Benefits and Local taxation.
- Occupational Health and Health and Safety continues to focus on health surveillance identifying health improvements
- Shorter referral times for appointments with the St Ann's Hospital physiotherapy unit.
- Working with external specialists - cognitive behavioural therapy has been utilised as part of welfare services.
- Health and Safety have been undertaking a programme of stress management audits using the HSE toolkit in areas of the council where high levels of stress related absence are prevalent.

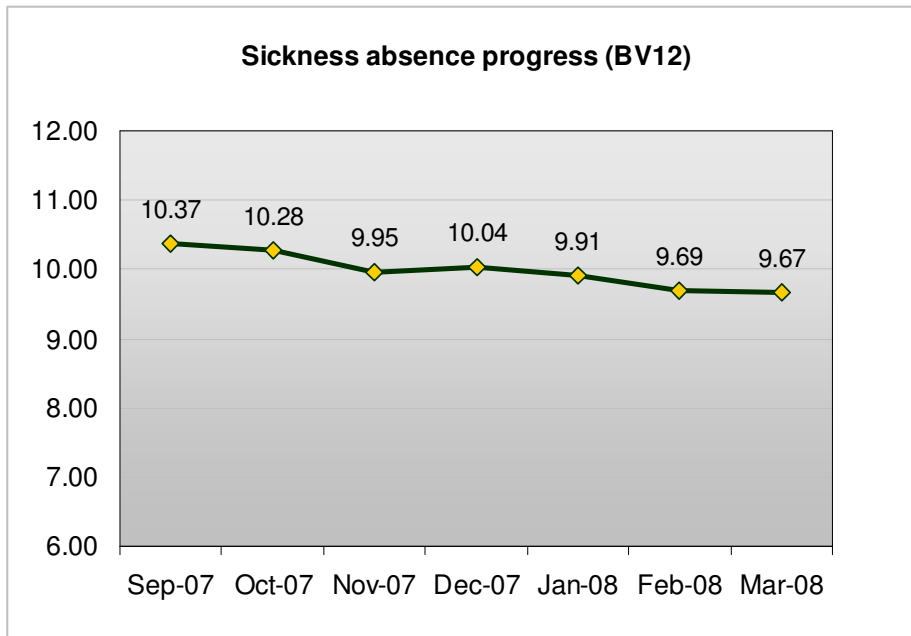
# Section Four – In Sickness and In Health

## Sickness Absence Data

This section looks at Sickness Absence data, including BVPI 12 performance, absence recording and sickness data analysis.

The following table shows BVPI 12 performance per directorate and a comparison of last year's results

- The average number of days sick per employee fell for most directorates contributing to Haringey Council achieving 9.67 days, a marked improvement from last year. The Council is committed to achieving its target of 8.8 days in the next year and then aiming to achieve London borough top quartile performance with an average of 7.9 days per person.
- The overall direct cost of sickness absence for 2007/8 was £6,039,395

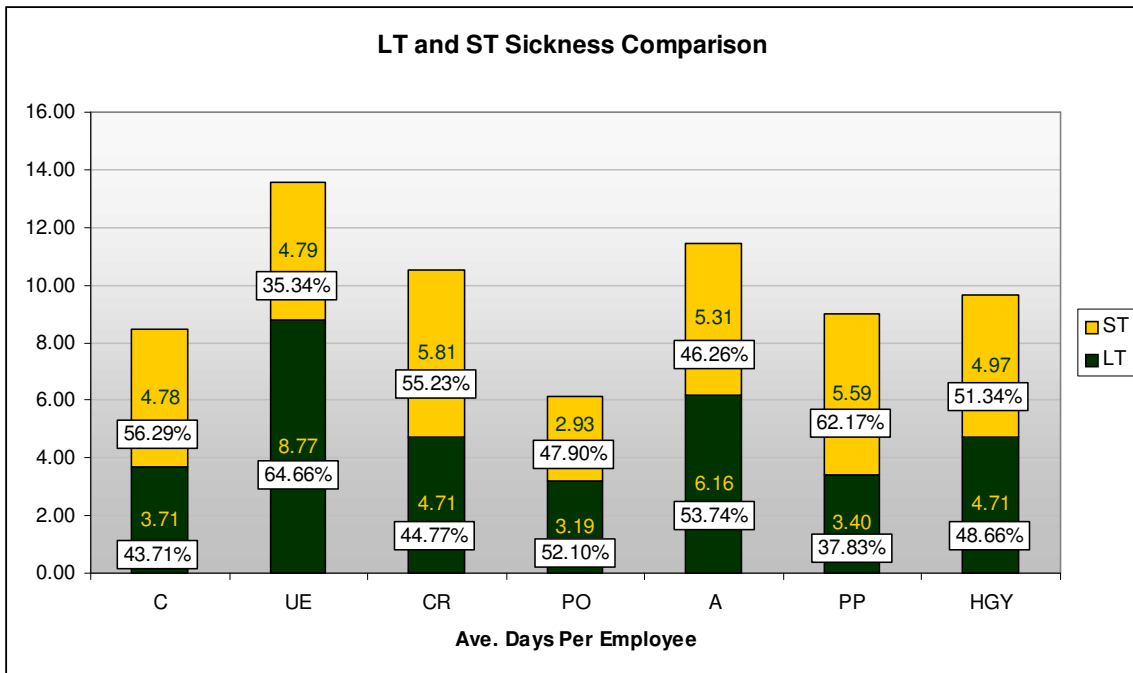


# Section Four – In Sickness and In Health

## Sickness Absence Data (Continued)

The following charts shows the average number of days sick per employee divided into short & long term absence.

- With 13.56 days per employee, Urban Environment had the highest average number of sick days per employee, 64.7% was attributed to long term (single spell of 20 days or more) absence.
- Corporate Resources had the highest proportion of short term sickness at 55.2%.



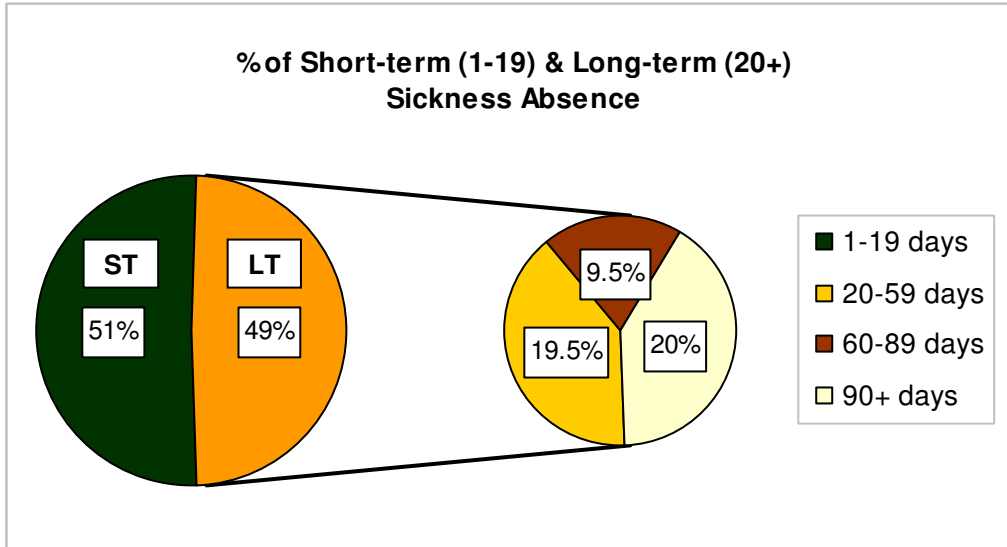
Higher levels of average sickness absence (15 days plus) exist within the following service areas -

Directorate	Service
Adults, Culture & Community Services	Home Care, Learning Disability, Mental Health, Physical Disability, Residential services, Recreation Parks.
Corporate Resources	Customer Services, Benefits & Local Taxation
Policy, Performance, Partnerships & Communications	Neighbourhood Management
Children & Young People's Service	Contracts Services, Children's Centres, Early Years & Play, Children & Families (C&F) – Children in Care, C&F – Resources & Place
Urban Environment	Enforcement, Housing Needs Service, Parking Service, Waste Management

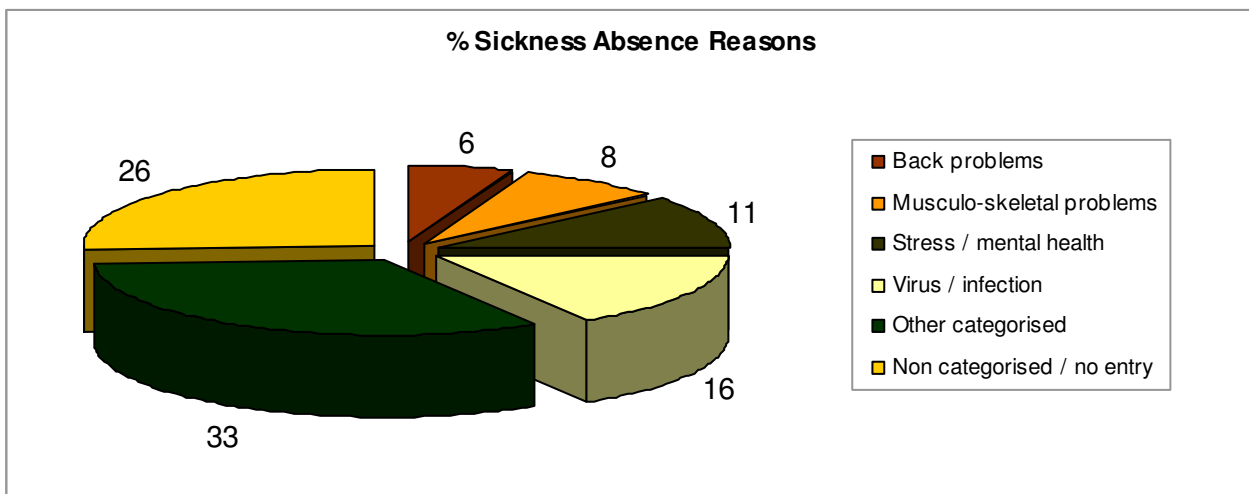
# Section Four – In Sickness and In Health

## Sickness Absence Data (Continued)

This section provides further analysis on the average number of days sick per employee by reason, broken down into short & long term absence.



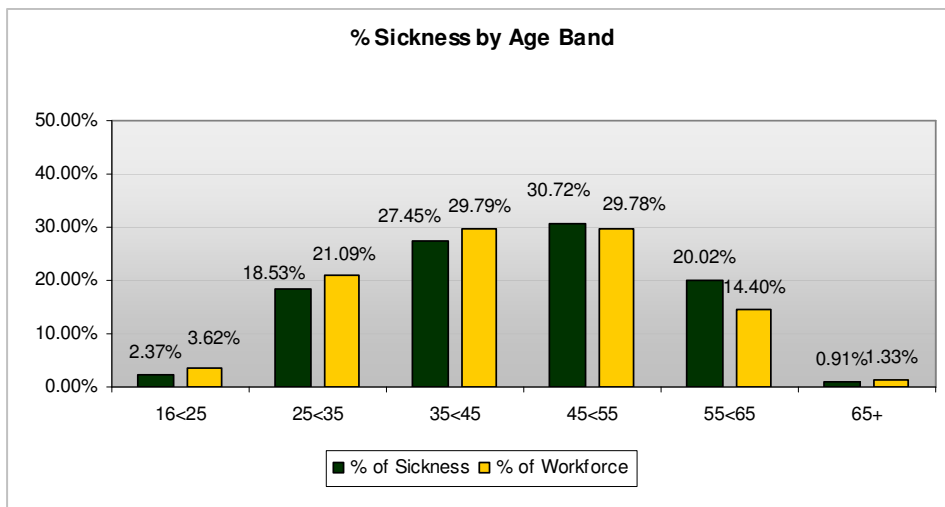
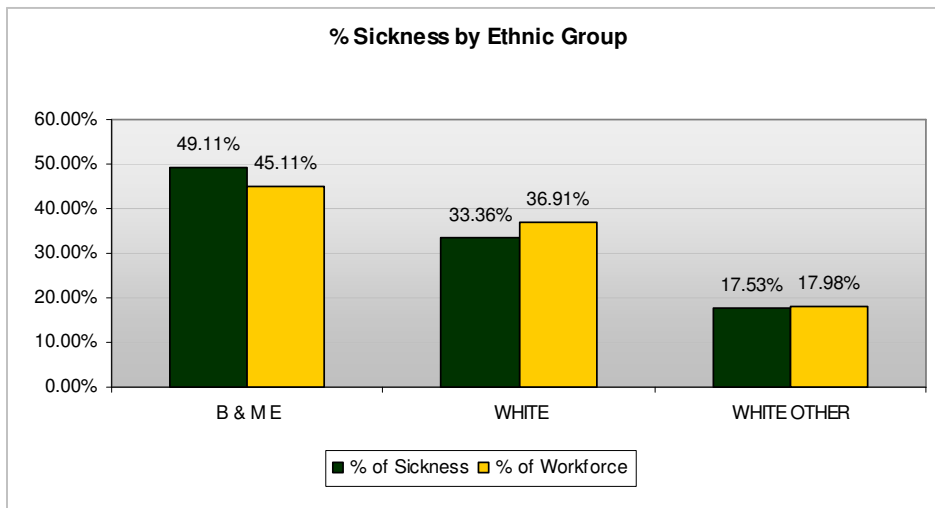
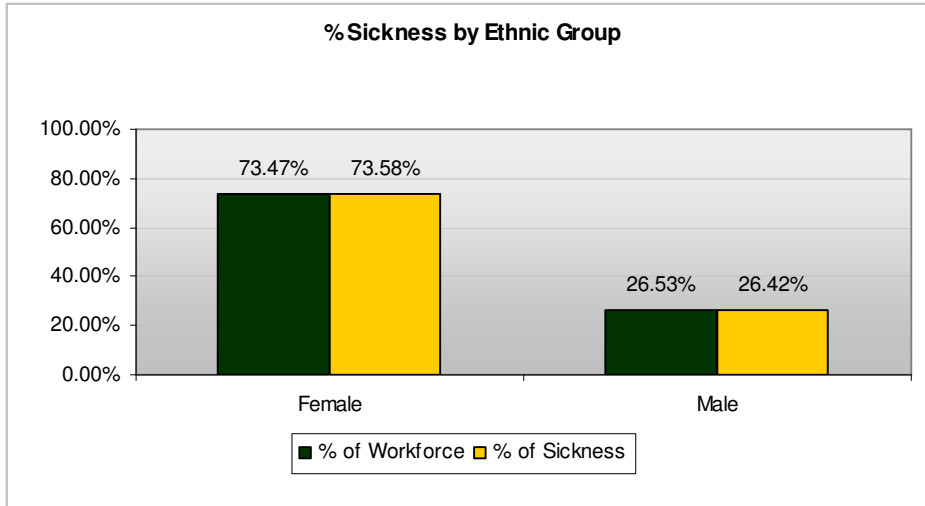
Reason	Short-term (1-19 days)	Long-term (20+ days)	Totals
Back problems	5.2	6.6	6
Musculo-skeletal problems	4.8	11.2	8
Stress / mental health	4.4	18.0	11
Virus / infection	28.9	3.5	16
Other categorised	34.0	31.8	33



# Section Four – In Sickness and In Health

## Sickness Absence Data (Continued)

The following charts show sickness absence by ethnicity, age and gender.



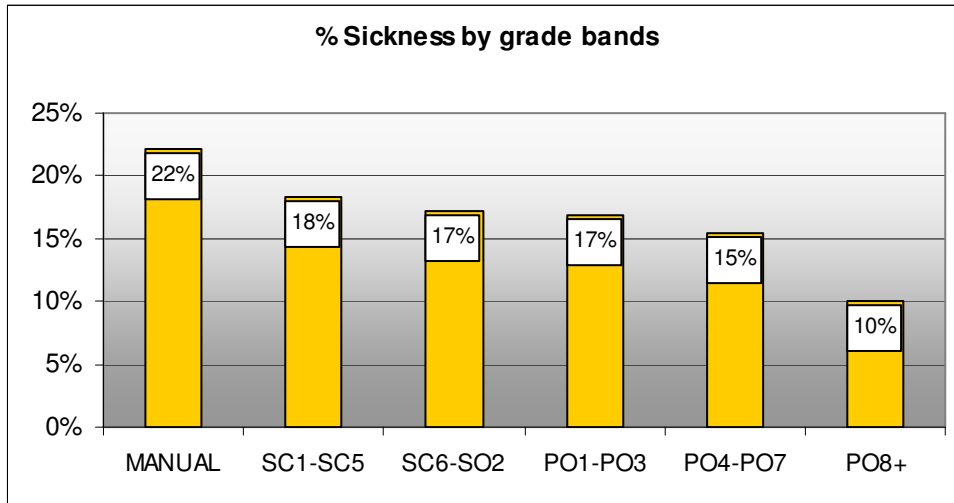
## Section Four – In Sickness and In Health

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### Sickness Absence Data (Continued)

The following chart shows % of sickness within different grade levels.

Higher levels of sickness occur the lower the level of pay gets.





# Section Five – Benchmarked Council Performance

## Council Performance

This section benchmarks Haringey Council performances with other authorities, both local and national, and other related industries. These BVPI figures may appear higher than figures before this point in the report. This is because the data we collected for BVPI regional comparison did not include temporary workers with less than 1 years service.

### Workforce BVPI's

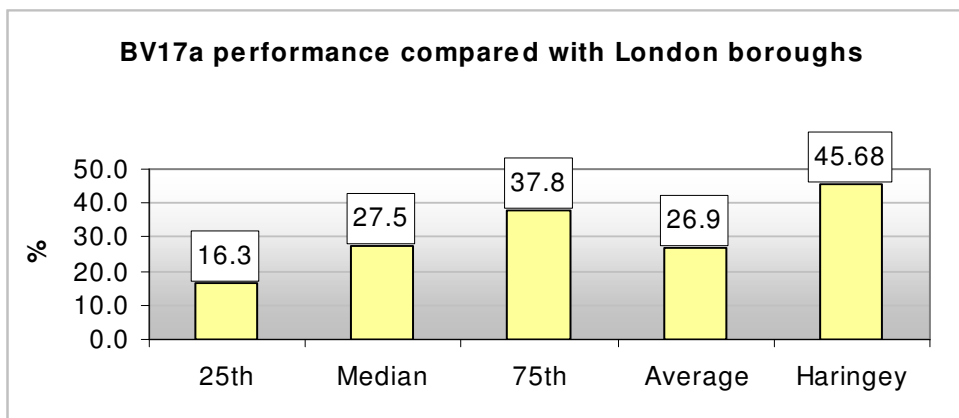
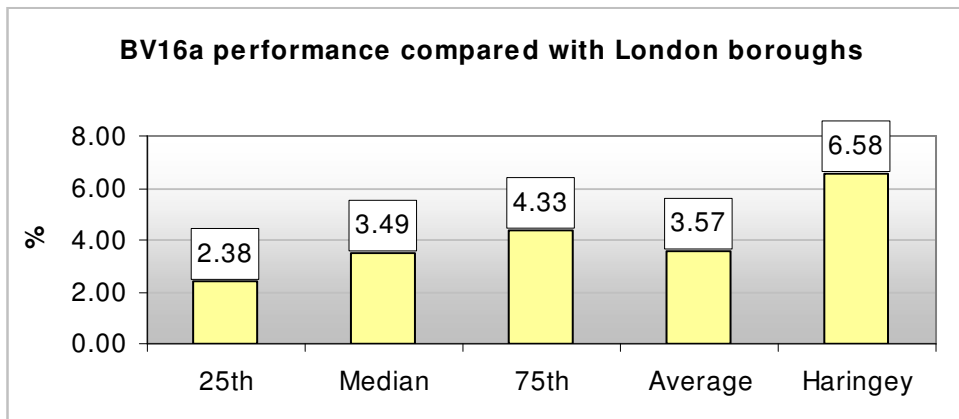
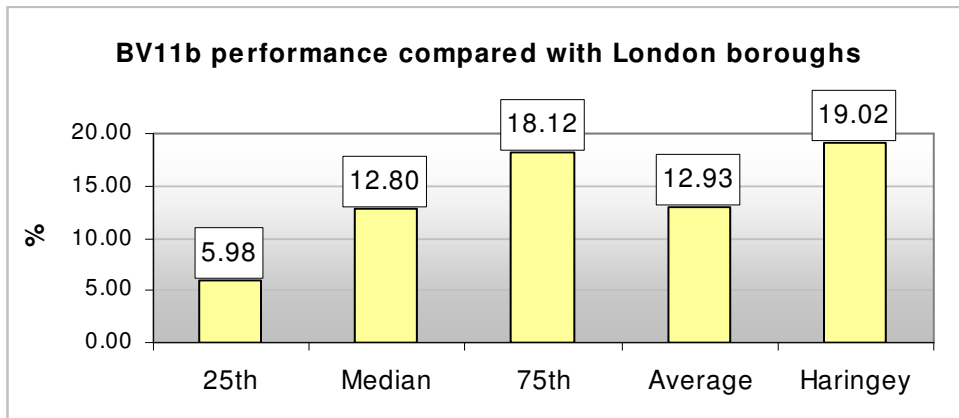
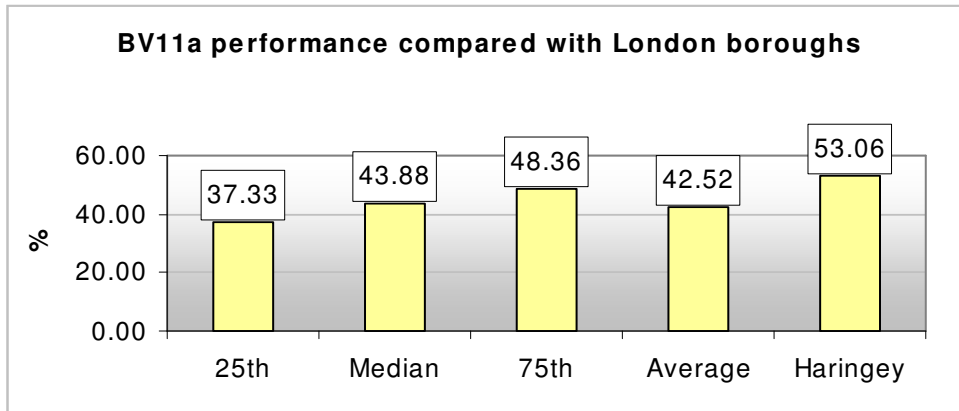
- The workforce related BVPI's include:
  - BV11a, % women in top 5%
  - BV11b, % BME staff in top 5%
  - BV16a, % disabled staff of workforce
  - BV17a, % BME staff of the workforce (see appendix D for definitions)
  
- Based on the Audit Commissions 2006/7 performance table, Haringey Council would:
  - be ranked 3<sup>rd</sup> of all local authorities for the percentage of women in the top 5% of earners at 53% (BV11a). One of the top performing local authorities in this area.
  - have 19% BME staff within the top 5% of earners. One of the top performing local authorities in this area, Haringey would be ranked 6<sup>th</sup> (BV11b).
  - have a workforce which reflects its diverse community. 45.7% of the workforce coming from BME backgrounds. One of the top performing local authorities in this area, Haringey would be ranked 3<sup>rd</sup> (BV17a).
  - 6.58% of staff declaring they are disabled. An increase in 3% on the previous year has moved Haringey from a rank of 15<sup>th</sup> to 3<sup>rd</sup> (BV16a). Haringey is 4.2% above the local authority average and is now one of the top performing local authorities in this area.

<b>Haringey Council's workforce BVPI results against Audit Commissions 2006/7 performance table</b>			
<b>BVPI</b>	<b>Score</b>	<b>Rank</b>	<b>Percentile</b>
BV11a	53.06	3 <sup>rd</sup>	75 <sup>th</sup>
BV11b	19.02	6 <sup>th</sup>	75 <sup>th</sup>
BV16a	6.58	3 <sup>rd</sup>	75 <sup>th</sup>
BV17a	45.7	3 <sup>rd</sup>	75 <sup>th</sup>

<b>Workforce BVPI performance table displaying inner London local authorities (inc NLSA) 2006/7</b>				
<b>London Borough</b>	<b>BV 11a</b>	<b>BV 11b</b>	<b>BV 16a</b>	<b>BV 17a</b>
Barking and Dagenham	45.51	10.11	4.08	14.8
Barnet	52.00	9.71	1.46	22.6
Brent	44.72	17.35	4.21	49.9
Bromley	36.00	6.70	4.35	8.8
Camden	45.99	18.87	4.21	34.1
Ealing	52.67	19.33	3.82	36.0
Enfield	49.20	10.66	2.73	19.2
Greenwich	48.72	18.72	2.34	17.7
Hackney	41.42	30.02	2.56	41.2
Hammersmith and Fulham	42.33	15.01	3.07	32.1
<b>Haringey</b>	<b>53.06</b>	<b>19.02</b>	<b>6.58</b>	<b>45.7</b>
Harrow	37.04	17.46	2.34	37.9
Hounslow	47.99	12.80	3.16	26.0
Islington	41.00	16.00	4.50	37.8
Kensington and Chelsea	28.45	5.17	5.60	27.8
Lambeth	36.14	24.50	7.38	46.3
Lewisham	56.26	15.39	6.81	29.3
Tower Hamlets	53.21	15.26	5.12	43.5
Waltham Forest	50.00	22.50	2.74	36.0
Wandsworth	22.91	5.23	4.18	27.5
Westminster	37.50	4.69	2.08	26.8
75 percentile	48.36	18.12	3.57	26.9
Median	43.88	12.80	4.33	37.8
25 percentile	37.33	5.98	3.49	27.5
Average	42.52	12.93	2.38	16.3

# Section Five – Benchmarked Council Performance

## Workforce BVPI's (continued)



# Section Five – Benchmarked Council Performance

## Sickness Absence

- At the end of the 2007/8 financial year, Haringey Council recorded an average of **9.67** sick days per employee.
- It is interesting to note that the Health & Safety Executive (HSE) have published a report on the sickness of workplace absence, which shows that:
  - Larger organisations have higher rates of sickness absence.
  - And that higher rate of absence is reported for female and older workers.

Haringey Council is affected by these issues since it:

- Has one of the highest headcounts of London local authorities.
- Has over 70% female workers.
- Has a workforce with an average age of 43 and over 14% of staff are aged 55 or more.

<b>Sickness absence - average number of days sick per employee</b>	
Haringey 2007/8	9.7
Haringey excluding Schools staff	11.4
2006/7 London Councils survey (excludes schools)	
- Upper quartile	8.9
- Lower quartile	11.0
- Average	10.0
*CIPD - Local Government Ave.	11.0

\* CIPD, Absence Management Survey Report 2007

### **Reasons for Absence Comparison**

<b>London Councils survey exc. other non categorised absence</b>		
<b>Reason</b>	<b>London Councils survey</b>	<b>Haringey</b>
Stress/Mental Health	23%	15%
Virus/ Infections	16%	22%
Back	10%	8%
Other Musculo-skeletal problems	15%	11%

\* London Councils survey report 2008

# Section Five – Benchmarked Council Performance

## Past & Present

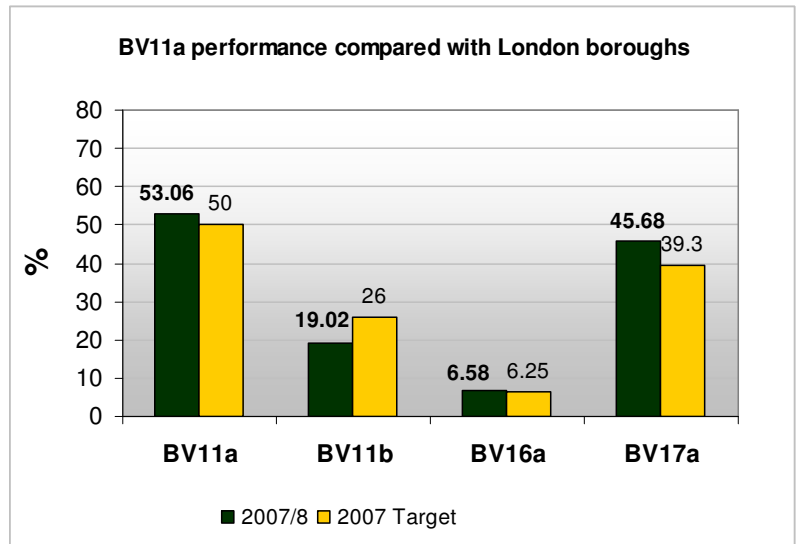
This section compares Haringey Council's current performance performances.

### Workforce BVPI's

- We are still above our target of 50% of women in the top 5% of earners (BV11a), despite a small drop in the % from last year.
- The number of BME staff (BV11b) within the top 5 % of earners has increased to 19.02% from 18.2%.
- The number of staff with a disability has greatly increased and we have now achieved the target in this area. Work trials are being introduced this year to encourage more people with disabilities to apply to jobs in the Council.
- Reflecting the demographically diverse population of Haringey's community, Haringey Council has consistently achieved it's target of having 39.3% of the workforce coming from BME backgrounds (BV17a).

- BV11a, % women in top 5%
- BV11b, % BME staff in top 5%
- BV16a, % disabled staff of workforce
- BV17a, % BME staff of the workforce  
(see appendix D for definitions)

Workforce BVPI's progress				
Period	2005/6	2006/7	2007/8	2007 Target
BV11a	55.9	54.2	53.06	50
BV11b	21.1	18.2	19.02	26
BV16a	3.8	3.56	6.58	6.25
BV17a	44.6	44.9	45.68	39.3

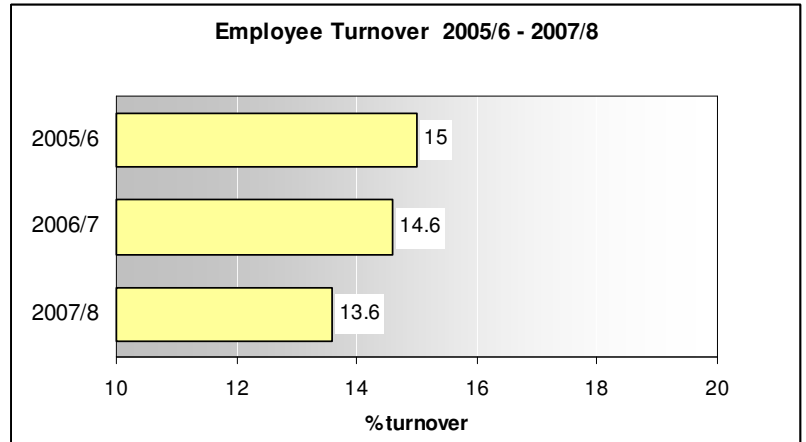


# Section Five – Benchmarked Council Performance

## Past & Present

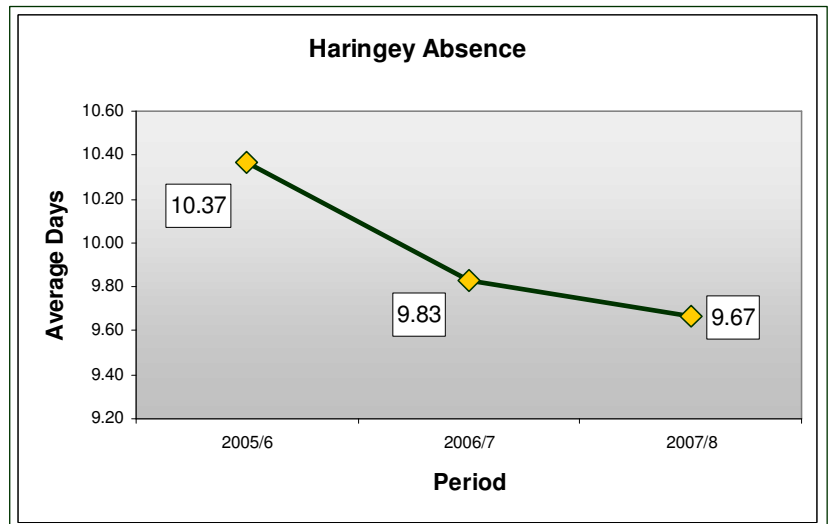
### Turnover

- The turnover rate is similar to last year's and is currently at 13.6%. The rate has slowly decreased over the last 3 years.



### Sickness Absence

- The sickness absence progress (BV12) chart shows the decrease in average number of sick days from 2005/6 to 2007/8.
- The consistent annual decrease is the result of continued effort by HR Consultants and managers to reduce sickness absence through better monitoring.



- 2006/7 reflects a revised figure.

## Section Six – Appendices

### Appendix A – Grade bands

Employee's salaries have been grouped into the following grade bands:

Current grade band ranges as of April 2007		
Grade band	Min	Max
MANUAL	£13,428	£16,749
SC1 - SC5	£14,010	£22,428
SC6 - SO2	£23,097	£29,286
PO1 - PO3	£28,524	£34,983
PO4 - PO7	£34,983	£45,516
PO8+	£46,737	+

### Appendix B – Leaving Reason Groupings

Employees leaving reasons have been grouped into the following categories:

Reason for leaving categories	
<b>Voluntary Resignation</b>	<b>TUPE Transfers</b>
Voluntary resignation	TUPE transfer
<b>Retirements</b>	<b>Other/Not Known</b>
Early retirement, compulsory	Contravention of law
Compulsory age, retirement	Death in service
Ill health retirement	End of fixed term contract
Voluntary retirement	End of temporary contract
Voluntary early retirement 85 year rule	Frustration of Contract
Voluntary early retirement age 60	Not Known
Voluntary early retirement efficiency	Opt out of Haringey
Voluntary early retirement redundancy	Unsatisfactory Probation
<b>Dismissal</b>	<b>Redundancies</b>
Capability dismissal	Compulsory redundancy
Disciplinary dismissal	
Sickness dismissal	

### Appendix C – Ethnic Groups

Employee's ethnicities have been grouped into the following ethnic groups:

Grouping	Definition
BME	Includes Blacks, Asians, Mixed and other nationalities.
WHITE	Includes all British nationalities
WHITE OTHER	Includes non-British white staff - Irish, Greek/Cypriot, Turkish, Turkish/Cypriot, Kurdish, Gypsy, Irish Traveler and other white nationalities

## Section Six – Appendices

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### Appendix D – Best Value Performance Indicators descriptions

**BV 11a** - % of top 5% of earners that are women – Applies to Permanent staff only (employees on fixed term or temporary contracts who have been employed for over a year are considered as permanent), schools are excluded from the calculation, but centrally employed teaching staff are included. The top 5% are identified by ranking staff according to their gross FTE pay. The purpose of this indicator is to monitor towards equal opportunities.

**BV 11b** - % of top 5% of earners from minority ethnic communities - Applies to Permanent staff only (employees on fixed term or temporary contracts who have been employed for over a year are considered as permanent), schools are excluded from the calculation, but centrally employed teaching staff are included. The top 5% are identified by ranking staff according to their gross FTE pay. The % figure relates to only those employees in the top 5% who have their ethnicity declared. The purpose of this indicator is to monitor towards equal opportunities.

**BV 12** - The no. of working days/shifts lost due to sickness absence per FTE employee - Applies to Permanent staff only (employees on fixed term or temporary contracts who have been employed for over a year are considered as permanent), schools are included in this BVPI. The denominator is the average number of FTEs employed during the financial year. The purpose of this indicator is to monitor the level of sickness absence in local authorities.

**BV 16a** - % of staff declaring they meet the Disability Discrimination Act disability definition – Applies to Permanent staff only (employees on fixed term or temporary contracts who have been employed for over a year are considered as permanent) including staff in schools. Disabled staff are those who identify themselves as such against the Disability Discrimination Act 1995 (DDA). The aim of this indicator is to measure progress towards achieving equal opportunities in employment.

**BV 17a** - % of staff from minority ethnic communities – Applies to those Permanent only staff including schools (employees on fixed term or temporary contracts who have been employed for over a year are considered as permanent), whose ethnicity is declared. The purpose of this indicator is to monitor towards equal opportunities.

## Section Six – Appendices

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### Appendix E – HR Employment Strategy and Performance

The HR Employment Strategy and Performance Team members who have produced the report are:

- ❖ Leon Sommers
- ❖ Colin Ahaneku
- ❖ Rickie Jennings

Please contact any of us for further information or if you have a query about the content of this report or require any other HR management information.

If you have any other queries or comments you wish to raise regarding the report or related issues, please contact Steve Davies, Head of Human Resources.