Workforce Development Strategy 2019-2023

Haringey LONDON

Foreword

Dear colleagues,

I'm pleased to announce our ambitious, four-year Workforce Development Strategy which, with our collective efforts, aims to create a better place to work.

Developing a workforce that feels connected to and can meet the current and future needs of our residents is really important to our ability to deliver the ambitious outcomes we want to achieve for Haringey. This strategy lays out how we're going to do it. We'll work with you to develop your skills and ensure that everyone has the right tools to deliver our borough plan priorities over the next four years.

I'm passionate about making the strategy a success, but the responsibility of developing our future workforce doesn't just sit with me or with my senior colleagues. We all have a responsibility to ensure that we're achieving the aims set out in this strategy and continue to live our values of Human, Ambitious, Accountable and Professional.

This strategy places equality, diversity and inclusion at the heart of the organisation. We have a very diverse workforce with people from all different backgrounds. However, that diversity is still not sufficiently reflected at all tiers, and colleagues still experience bias whether conscious or unconscious. I want every member of staff, provided they share our values, to feel that this is a place that they can thrive and succeed. It is everyone's personal responsibility to treat each other with respect and dignity.

We've made significant progress since we published Our Offer to Staff (2015-2018) and the achievements we've made are a tribute to the outstanding commitment of all staff working at the council. We've created a good foundation on which we can build on, and with your full support we will continue our work to create a workplace that we can all be proud of.

Zina Etheridge

Introduction

This Workforce Development Strategy sets out how we will equip and develop our workforce so that it meets the needs of Haringey residents.

It is a four-year strategy, designed to support the delivery of Haringey's Borough Plan and Medium-Term Financial Strategy (MTFS) of the same period. Collectively, these documents describe the ambition we have for our borough, the money available to deliver and the people we need to help deliver this ambition successfully.

The achievements from the council's last Workforce Plan (2015-18) provide a fantastic platform for us to build on. That journey has given us a new set of organisational values, a bold edgy brand and an appraisal framework that advocates regular, qualitative discussions about performance, career and wellbeing. The diagram below demonstrates the many achievements from the previous workforce plan, as well as the challenges we faced during this period.

- Centralised Learning budget
- Robust wellbeing offer for staff
- Haringey Champions Network & Staff Conference
- New learning management system
- Staff Networks: LGBT+, BAME, Disability
- Aspiring Managers Programme
- New role profiles for managerial tier 1,2&3 roles
- Equality Audit and steering group set up
- Robust wellbeing offer for staff
- Head of Service review and development offer
- Ethical entry schemes for apprentices, interns & graduates
- SURVEYS: Staff Survey, Mind, Stonewall, Pulse
- My Conversation
- Senior Managers New Pay & Grading structure
- Leading Together manager programme
- Range of coaching and mentoring options
- Fortnightly Corporate Induction
- Leadership Qualities Framework & Manager Deal
- Values and new Brand

Our Workforce Today

To develop a workforce that can meet the current and future needs of residents, we first need to understand our existing employee profile.

Our workforce mirrors the complexity and diversity of the services we provide. We directly employ 2,154 people on a range of employment contracts including full-time, part-time, job share, term-time and fixed term. We also had 287 (full-time equivalent) agency workers in post as of December 2018, which brings our total staff pool to approximately 2,441.

A snapshot taken in December 2018[1] highlights key data we know about our workforce. This data excludes schools-based employees.

Employees by service

Strategy & Communications
39 employees

Chief Finance
49 employees

Corporate Governance
87 employees

Children's Services
565 employees

Housing, Regeneration & Planning
183 employees

Environment & Neighbourhoods
329 employees

Adults & Health
379 employees

Customers, Transformation & Resources
562 employees

2,154 employees

4% · 2% · 2% · 26% · 8% · 15% · 18% · 24%

23% Enfield

6% Barnet

28% Haringey

6% Waltham Forest

1% Camden

5% Islington

5% Hackney
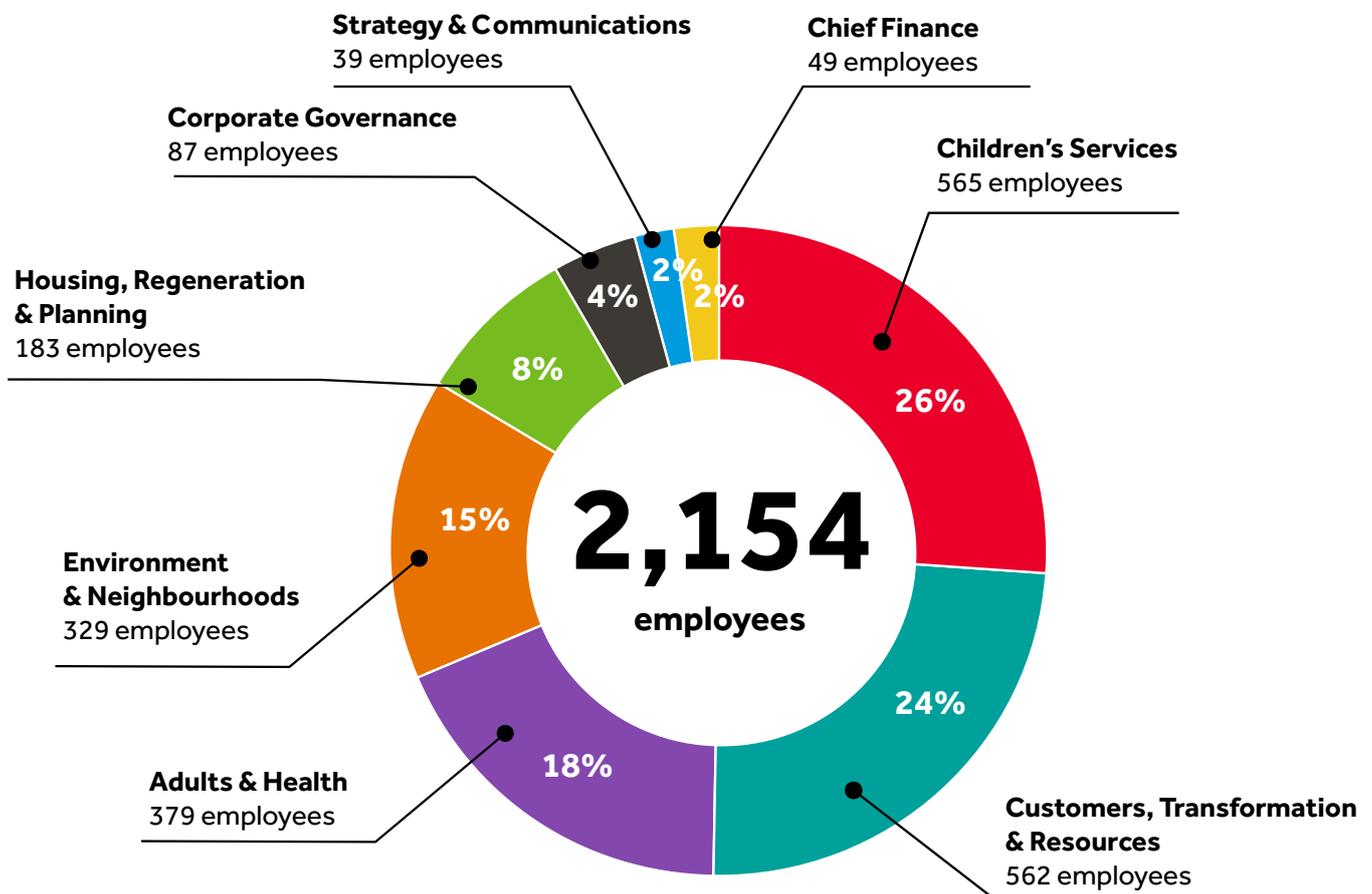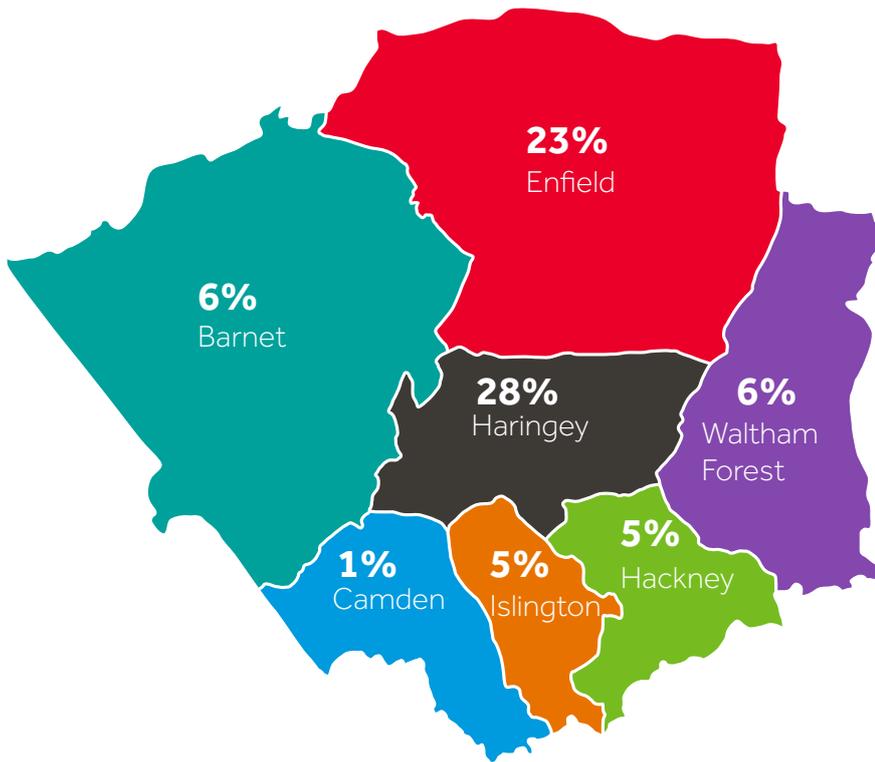
28% of our employees are also Haringey residents.

A further **44%** of our employees live in one of six neighbouring London boroughs.

Age

Our age profile continues to be an area of significant concern at both ends of the age spectrum and has a direct impact on our ability to grow our own talent and reduce skills gaps. Although the council hosts several entry schemes, such as apprenticeship and graduate programmes, the number of people directly employed by the council aged 16-24 years remains at 1.1%. This is the lowest percentage headcount compared to other London boroughs. It is also at odds when compared to our own borough population, which has 13.4% residents in the age group 16-24 years.

	16-24	25-34	35-44	45-54	55-64	65+
Council workforce 2015	1.1%	14.3%	24.4%	38%	20.6%	1.6%
Council workforce 2018	1.1%	14.4%	23.7%	33.7%	24.9%	2.2%
Haringey borough	13.4%	25.4%	22.0%	16.4%	11.0%	11.9%
London boroughs	13.4%	23.6%	20.1%	16.2%	11.9%	14.8%

We are an ageing workforce with almost 60% aged 45 years or older. This is, in part, due to legislative changes connected to retirement and pension age and our own record of long service, which averages at 12 years. The average age of an employee is 47 years old and we have the highest percentage of employees aged 40-49 years compared to other London boroughs.

12 years average service length

60% employees aged 45 years or older

**47** years average age of employee
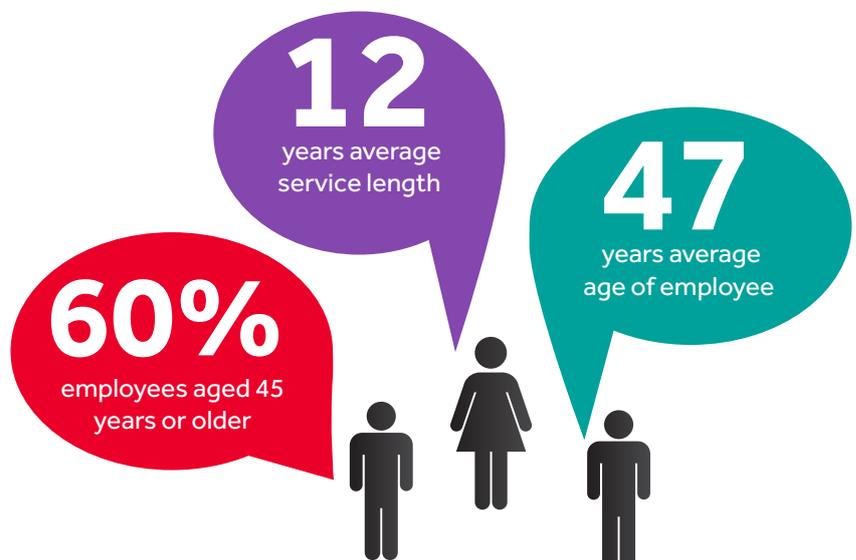
Ethnicity

We are a diverse borough and council. In terms of overall representation, the council has a higher proportion of employees from BAME (Black, Asian and Minority Ethnic) backgrounds than the borough population. In contrast, employees from white minority backgrounds are significantly under represented compared to the borough population.

	BAME	WHITE MINORITY	WHITE	NOT DECLARED
COUNCIL	52%	16%	28%	4%
BOROUGH	35%	37%	28%	
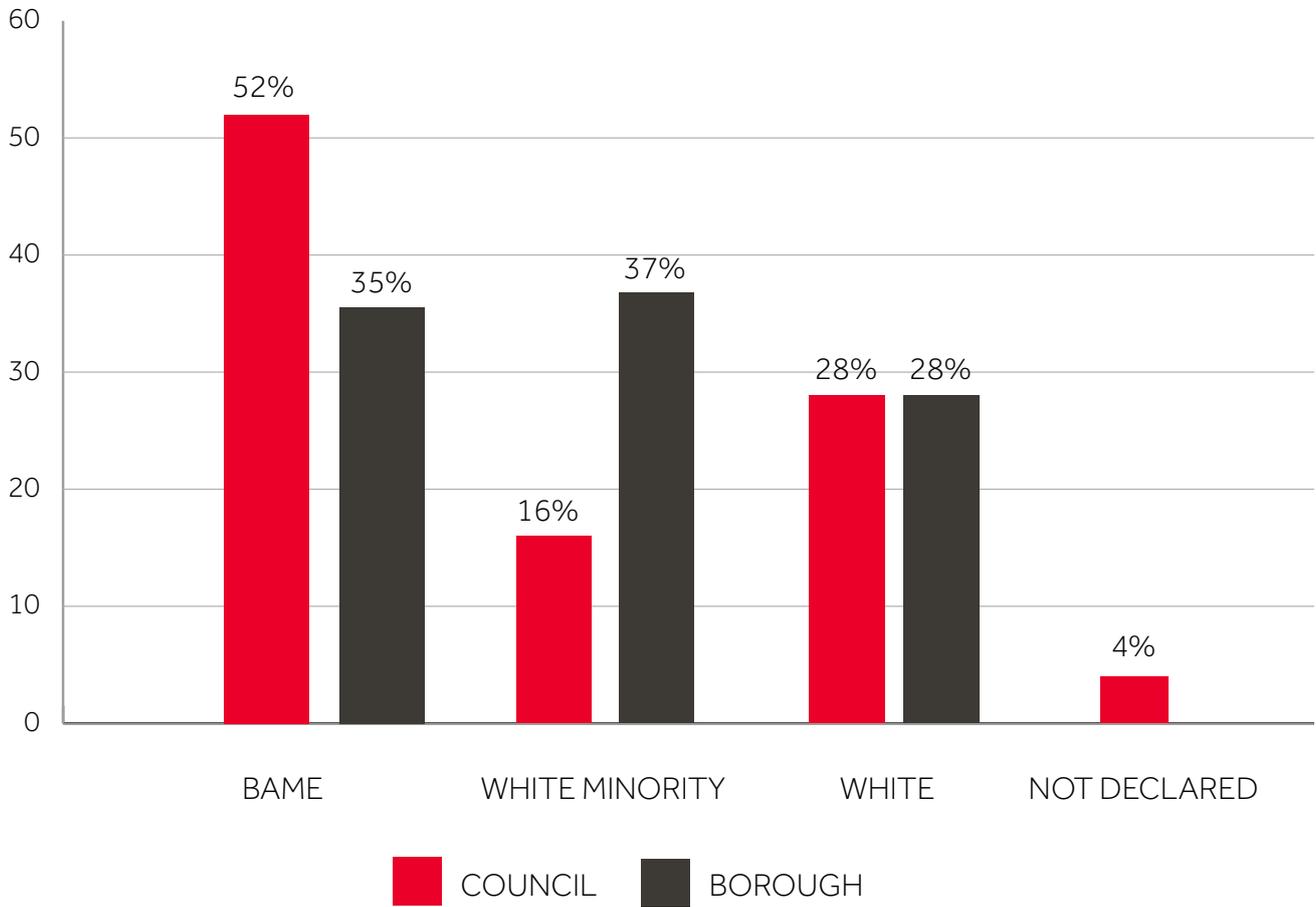
Ethnicity of workforce by pay grade

The bar chart illustrates the disparity at pay grades PO8+ and Senior Manager when analysing the distribution of our workforce by ethnicity. Our annual pay bill is £96m and our median salary is £32,637 per annum which is a PO1 grade.

EMPLOYEE DISTRIBUTION BY GRADE AND ETHNICITY 2018

Grade	BAME	WHITE MINORITY	WHITE	NOT DECLARED
Sc1-5	52%	12%	20%	5%
Sc6 - So1	59%	16%	20%	4%
PO1 - PO3	50%	19%	26%	5%
PO4 - PO7	46%	15%	36%	
PO8+	25%	23%	49%	4%
Senior Mgr	29%		57%	

Legend: BAME, WHITE MINORITY, WHITE, NOT DECLARED
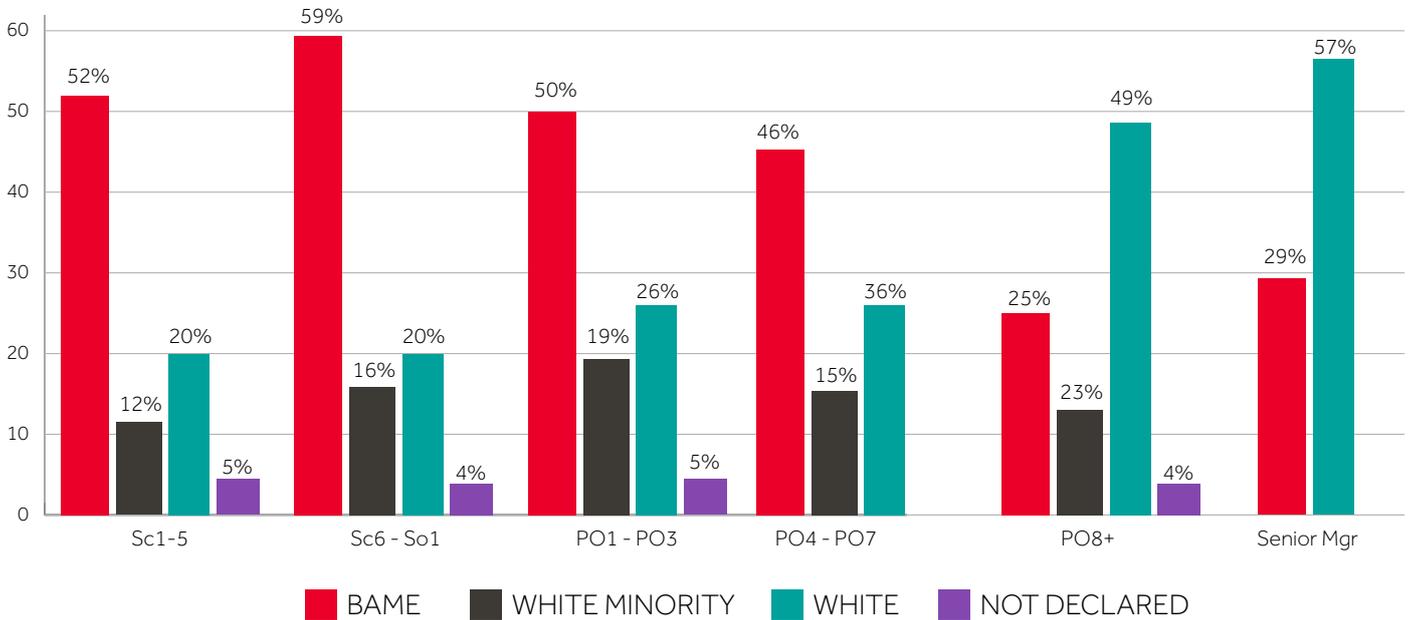
Disability disclosure

7.3% of our staff declare they have a disability, and this places us in the top quartile of London boroughs. We are recognised as a Disability Confident Employer and our workforce profile data reaffirms our commitment to supporting employees with disabilities and long-term health conditions.

Quality of data

Access to good intelligence about the workforce continues to be a challenge. As part of this strategy, we will require all staff to update their personal equalities information, which should provide a more accurate and deeper insight into our workforce for all relevant equality strands.

7.3%
of our staff declare they have a disability

Workforce Demands

It is important to understand our workforce and the challenges we face in relation to a local and national context in order to understand the bigger picture and the drivers that affect Haringey Council.

The council remains one of the largest employers within the borough, even though we have continuously reduced our headcount since the government's austerity programme began in 2010. Attracting and retaining staff with the skills we need now and in the future is key to the delivery of the Borough Plan. It is important to demonstrate to current and prospective employees how attractive Haringey Council is as a place to work and staff feel supported because their developmental needs are met.

Drivers for public sector change

The challenge of recruiting and retaining staff with the right skill set is a familiar narrative for the majority of London based local authorities. This diagram illustrates some of the challenges within the sector and some innovative initiatives designed to tackle them.

Changing relationships with residents	**Digital disruption**	**Politics / Brexit**	**Grow your own workforce**
5 generations at work	**Leadership**	**Front and Back office reform**	**Ambition and growth essential**
More compliance, simpler process	**Housing Growth and Community Wealth Building**	**Different emmployee contract / reform**	**Change is happening all the time**

Skills challenge

In addition to challenges faced on a national scale, the next Workforce Development Strategy will need to address specific skill gaps within Haringey Council. These include, but are not limited to:

1. Attracting and retaining a wider range of talent so that the organisation has a broader range of knowledge and skills, which also facilitates succession planning.

2. Developing a succession-planning framework that meets the call to 'grow and develop our own staff' alongside the need to attract fresh external insights.

3. Supporting managers to have constructive career development conversations with their staff.

4. Developing an agile workforce.

5. Ensuring employees are fully skilled and feel able to utilise the opportunities emerging from new technologies that will transform how we deliver services.

Borough Plan

Our workforce is instrumental in driving the ambitious outcomes and change sought from the Borough Plan. The five priorities from the Borough Plan are listed below.

Priority	
Housing	A safe, secure and affordable home for everyone, whatever their circumstances.
People	Our vision is a Haringey where strong families, strong networks and strong communities nurture all residents to live well and achieve their potential.
Place	A place with stronger connected communities where, together, we improve our environment by making it safer, cleaner and greener whilst enabling people to lead more active healthier lives.
Economy	A growing economy which works for everyone, and in which everyone works.
Your council	The way the council works.

Links with other strategies and initiatives

The Workforce Development Strategy supports the delivery of the Borough Plan and is either closely aligned or a direct contributor to the following key strategies and initiatives in place:

➔ Medium Term Financial Strategy

➔ Healthy Workplace Strategy

➔ Modern Reward Strategy

➔ Borough Employment Skills Strategy

➔ Front and Back Office Transformation Programme

Strategic Themes

To achieve the vision set out in the Borough Plan, address the future skills gap and tackle the emerging challenges within the public sector, the Workforce Development Strategy will concentrate on four key themes:

1. Focusing on what matters – what we do

2. Building in agility – how we will do it

3. Valuing differences – who we want doing it

4. Enabling people to grow – how we will support people to do it well

When we connect our vision to our values and strategic themes, the illustration below describes what this Workforce Development Strategy will deliver over the next four years:

Values: **Human | Accountable | Ambitious | Professional**

THEMES   We will concentrate on

Focussing on what matters	Building in agility	Valuing differences	Enabling people to grow

Over the next 4 years our work will deliver:

Focussing on what matters	Building in agility	Valuing differences	Enabling people to grow
Services, teams and individuals have clear objectives	People are deployed where they can add most value	People are recruited for attitude, trained for skill	Learning and development is built into everyday work
My Conversation gives everyone clarity of purpose	Unhelpful processes that get in the way of impact are removed	Discrimination and unconscious bias are proactively addressed	Staff are clear about the career paths available to them in Haringey
Haringey Essentials support high performing people and teams	Opportunities for collaboration and flexible working are opened up	An inclusive working culture where staff feel engaged and their voices heard	Staff at all levels can exercise autonomy and voice in what they do

Strategic Themes
A closer look

Focusing on what matters

Focusing on what matters is about giving employees clarity around their personal contribution so that they understand how their role and work fits into a bigger and often complex picture. It is also about ensuring staff feel they have a voice and can contribute to improving the way we do things. When employees understand their purpose at work, it creates a positive domino effect, which leads to a culture of greater belonging and high performance.

We want employees to have clear goals agreed with their manager and to receive the right balance of autonomy and support to deliver on those goals. To enable this, our managers need to be able to explain how every role in their team contributes to the delivery of the Borough Plan and have effective and regular My Conversation discussions.

We already have

➔ A strong brand and values which embody the spirit of focusing on what matters

➔ My Conversation appraisal framework which provides the vehicle for meaningful conversations to take place between a manager and employee

➔ Fortnightly corporate induction programme for all new employees which provides the platform to ensure all new staff receive the same message

I joined Haringey practically straight after university and this was my first exposure to working in an office environment. For me, the corporate induction session was a particularly positive experience as I got to meet other new staff members and hear from the Chief Executive. I also found the corporate induction landing page on the intranet very useful in my first few months as my go-to place for information rather than disturbing colleagues.

The My Conversation process was new for me and those meetings with my manager have enabled me to identify the steps that I need to take to ensure that I am meeting both my personal and career targets. The sessions have also given me the confidence to step out of my comfort zone and get involved with projects that I would usually shy away from.

Nile Sobers-Bennett

We want to

→ Improve the on-boarding process and have a good support structure in place for new employees.

→ Identify 'Haringey Essentials', which clarifies what skills and knowledge staff need to perform well in their role and how to develop them.

→ Develop a 'new manager induction' for all newly appointed team managers, which makes clear what the essential Haringey Manager skill-sets are.

→ Fully embed My Conversation through a programme of practical support and tools so that staff members regularly have meaningful conversations with their manager.

→ Develop a culture where staff feel able to engage in open discussions across the council about key topics.

→ Improve accessibility to the knowledge and skills needed to communicate effectively with residents and local businesses.

→ Explore how to introduce a corporate social responsibility programme successfully, offering staff the chance to improve their connections with the community we serve.

→ Expand the current staff recognition scheme to incorporate local recognition and annual awards.

→ Plan for a council wide staff survey which will provide a baseline for employee engagement.

Building in agility

Building in agility is about creating an organisation which has multi-skilled staff who can be deployed in a range of settings as and when they are needed. For people to work in this way, certain basic conditions need to be in place which include, but not limited to, flexible structures, easy-to-use technology, simple processes and accurate data. The Front Office Back Office (FOBO) project is just one area where we are streamlining our processes and becoming more efficient, as well as the second phase of the Modern Reward Strategy. Both projects will be key enablers in helping to deliver this theme.

We already have

➔ Achieved excellence in London Healthy Workplace Charter Accreditation

➔ Become a member of the Timewise Foundation which champions flexible working resilience training offer for managers and staff

➔ Updated our mobile technology for everyone through a laptop/desktop renewal programme

➔ Office365 deployed for all staff

➔ Tools to enable working anytime and anywhere

➔ Lean (Perform) and Agile methodologies in use

Lillee Craig

As Haringey is starting to foster a more Agile approach to programmes and projects, my team has worked closely with the Corporate Programme Management Office to tackle challenging project issues using Agile methodology. A really useful tool has been the Agile Sprint. These are intense, time-bound periods of activity (usually around 4-5 days) with key stakeholders and decision makers to understand the problem and pragmatically design and agree a plan for resolution.

We have taken a more iterative approach to projects, so are less concerned that everything needs to be 100% perfect and polished before it is delivered. It's good to get feedback once things go live which informs any changes that may be needed. Having new laptops has been a critical enabler in giving my team the much-needed technology to work more flexibly and collaboratively with the service and partners, which has improved our project delivery.

We want to

→ Create a culture where we adapt and respond positively to change

- Build change capability through existing and new staff network groups and equipping them with the skills they require to be change ambassadors

- Foster a continuous improvement environment.

→ Introduce efficient procedures and process

- Reduce barriers to getting things done – no repetition, hesitation or deviation

- Review management tiers and spans of control across the council and reduce the number of layers and complexity.

→ Develop a smarter working environment

- Use more generic role profiles, based on attitude and skills, to allow transfer between teams more readily and address gaps

- Endorse modern and flexible working practices

- Review the organisational policies to ensure they promote rather than prevent agility.

→ Endorse a healthy approach to both work and home life by investing in initiatives and campaigns which improve wellbeing across all services

- Promote our staff benefits package and look to improve the offer based on staff feedback

- Implement the second phase of the Modern Reward programme

- Manage attendance at work and reduce absence.

Valuing differences

The Borough Plan makes a commitment to take positive action to develop a more inclusive workforce that understands and reflects the diversity of the communities we serve. We have been looking at new ways in which we can influence culture change across the organisation, cultivating diversity and inclusion and creating a workforce where difference is respected and valued. The council recognises that a diverse set of experiences, perspectives, and backgrounds is crucial to innovation and the development of new ideas. Valuing differences plays a key role in attracting and retaining top talent and is an important component of a successful organisation.

Our record on diversity is multifaceted. We have set up four fantastic staff led network groups and in the last 12 months alone, have seen the LGBT+ network turn our lanyards and the Haringey logo rainbow coloured to show solidarity with LGBT+ issues. The BAME network ran events to highlight the importance of Black History Month, the Disability network ran a powerful poster campaign on challenging perceptions of illness and disability in the workplace and the newly developed Social Mobility network held focus groups to help identify what barriers people feel they have experienced at work because of their background. All of this demonstrates to our employees and communities that Haringey is an inclusive employer and values diversity.

We already have

➔ An Equalities Steering Group, chaired by a Director and member of Corporate Board

➔ Four staff network groups in place - LGBT+, BAME, Disability and Social Mobility

➔ Completed a peer (reverse) mentoring pilot

➔ Disability Confident Employer status (level 2)

➔ Stonewall Diversity Champion membership

➔ Cabinet commitment to be an LGBT+ inclusive borough for staff and residents
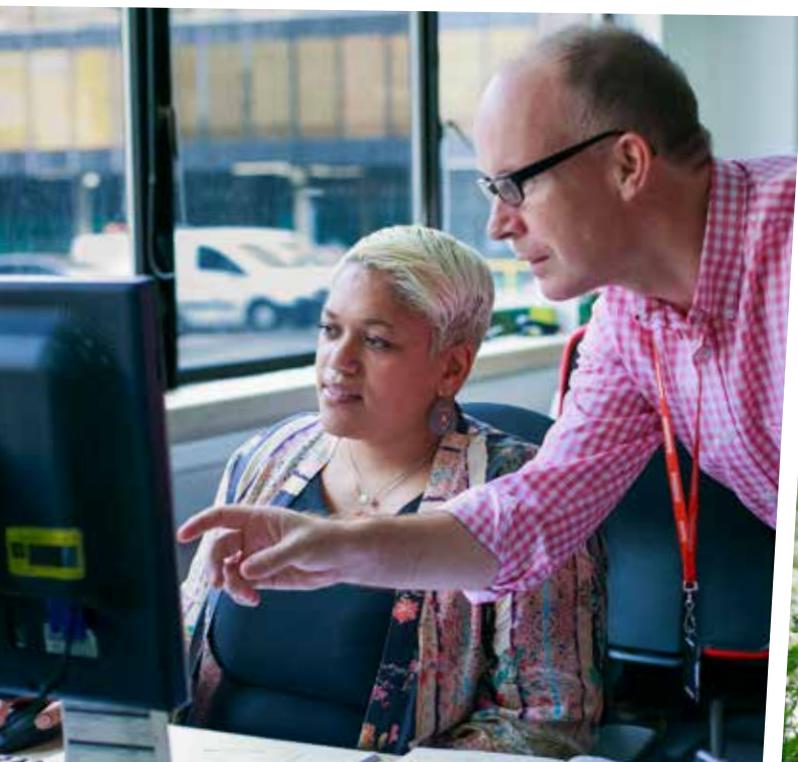
Shereen Tennant

For a long time, I felt alone in dealing with my health needs and found it difficult asking for help or support. However, since being involved in designing and launching the Disability network in July 2018, I have gained a huge amount of confidence in speaking up about my condition and feel valued in the work that I do by my peers and managers.

The network has recognised the need for very serious and extensive conversations on disability and illness at work and has brought people together to feel supported at work. More specifically, the network has successfully developed links with external agencies and charities to provide a range of support for staff and residents.

My vision for the network in the future is to influence new policy and strategies around staff and residents with disabilities and significant illnesses and to raise greater awareness amongst all staff and residents around how they can personally contribute to the successful journeys of people with disabilities.

We want to

➔ Develop a corporate recruitment strategy that addresses the main challenges identified in our workforce profile, so that we:

- are a good employer and support the local economy by promoting employment opportunities, particularly for under-represented and disadvantaged groups

- attract a wider pool of talent by re-evaluating the skill set needed when replacing staff who leave

- Look to eradicate discrimination by introducing blind recruitment and supporting policies and best practice

- Identify the best options to capitalise on the apprenticeship levy and explore 'grow our own' initiatives to improve occupancy of hard-to-fill roles and support longer-term workforce planning.

➔ Introduce mandatory recruitment and interviewer training.

➔ Improve the quality and quantity of data we hold about our workforce to help make more insightful decisions.

➔ Introduce a comprehensive equalities and diversity training programme.

➔ Review and develop policies to ensure they are inclusive of staff with a protected characteristic.

➔ Support our existing staff networks to create a culture of engagement by encouraging employees to have a voice that is listened to.

➔ Develop a culture where a range of views is considered to secure the best approach.

➔ Increase profile and visibility of equalities by running events and promotions.

➔ Take part in external benchmarking audits such as the Equality Framework for Local Government to ensure that we are taking the correct actions to improve inclusivity.

Enabling people to grow

We believe that most people come to work, not just for the salary, but to make a difference. It makes sense then, that whilst they are here, they will want to grow and develop by mastering the skills that matter most to them now and in the future. In a busy environment, it is all too easy to neglect allocating the time to develop yourself and your team. This theme is a reminder that taking time away from your busy schedules to learn, reflect and improve your own knowledge and skills is as important as doing the day job well.

We already have

➔ Career coaches available for all staff

➔ Leadership qualities framework identifying the expected standard for all levels of leaders and managers

➔ Leading Together development programme for middle managers

➔ Aspiring Managers programme for future managers

➔ Staff apprenticeships enabling employees to gain a recognised qualification by making use of the apprenticeship levy

➔ A range of development initiatives using a variety of learning vehicles to support individual development

Paul Castrillo

I applied for an apprenticeship with Haringey Council as I knew it would open opportunities for full-time employment further down the line. I found the programme helped me to develop a broad range of skills and I gained a wide variety of experiences that I don't think I would have been exposed to if I applied for an entry level job.

My managers were supportive in terms of my learning and development throughout which resulted in me successfully applying for a full-time position as a programme support officer within the team at the end of my apprenticeship. Not only have I gained a permanent role, but I also achieved a Business Admin level 2 qualification and have been given the opportunity to undertake an Assistant Accounting qualification alongside my new role.

This opportunity has given me the confidence and skills needed in the early stages of my career to support my overall goal to become a strategic manager within the council.

We want to

→ Develop and maintain high standards of professionalism with inspiring leaders, accountable managers and have a human approach to customer service.

→ Develop a culture of continuous learning which encourages all staff to set aside up to five development days each year.

→ Support the career and development aspirations of our workforce:

- Develop a set of job families starting with social care, front and back office, programme and project management.

- Create a Leaders alumni and hold a manager's conference.

- Establish an in-house mentoring programme.

- Develop internal capacity and expertise by offering staff opportunities to develop and practice skills not necessarily required within their substantive role. In the first year, this will include developing staff to be mentors, investigating officers and 360 feedback coaches.

- Optimise My Conversation Map to support talent spotting and succession planning proactively and then to work with managers to encourage movement of staff around the organisation to roles that build on and develop their talents.

- Develop managers and equip them with the skills to have developmental conversations with their team.

→ Increase the proportion of work experience opportunities forming the council's pathway to employment.

→ Encourage staff to use online platforms to learn, discuss, debate and support each other.

→ Create 'innovation hubs' that will select the best ideas from staff and help test them out quickly and where possible put them into operation.

I have always been keen to ensure that I am continuously looking for opportunities to develop my personal and professional skills and experience. As a people manager, I wanted to ensure that I understood what type of leader I am, and how this translates across my teams and colleagues throughout the council.

In 2018, I was encouraged to apply for the Leading Together programme. Initially I was apprehensive and not quite sure how this would benefit me. My concerns were unfounded, and it was one of the best decisions I have made. Leading Together helped me to strip down my preconceptions about myself as a leader. Participating in the programme has given me a real perspective about how my leadership style impacts on others, where my strengths are and more importantly, what I need to work on in the future. As a result, I am now more confident as a leader and a manager and have a more rounded understanding of the Leadership Qualities Framework and how this applies in my everyday interactions with colleagues and peers. I am also now confident enough to apply for and have been successful in obtaining a more senior role to continue my development journey.

Joe Benmore

Delivering the Strategy

A tenet of any successful strategy is the execution: taking the words from the page and giving it life within the organisation. Everyone has a part to play in translating this strategy into reality and, in the process, enhance our culture.

Responsibilities

This table sets out the expectations of staff at all levels in terms of their responsibilities for delivering the Workforce Development Strategy.

Role	Responsibilities
Strategic Managers (Assistant Director and above)	➔ Create a variety of opportunities for you to talk to staff about the council vision, progress made, benefits and challenges to the organisation. ➔ Ensure all teams recruit based on attitude and train for skill. ➔ Create a space to listen to staff, promote an inclusive workforce and address issues where colleagues are not acting in line with our values or expectations. ➔ Promote and encourage learning and developmental opportunities to all staff and support them with planning their career paths.
People Managers (anyone responsible for carrying out My Conversations with staff)	➔ Ensure staff understand how their work contributes to delivery of the Borough Plan. ➔ Encourage staff to suggest innovative ways of working that help to remove unhelpful processes, improving efficiency and leading to better collaboration between departments. ➔ Foster an inclusive team where people are recruited for attitude and trained for skill and, where reasonably possible, provide roles for those seeking their first or second job. ➔ Have regular and meaningful My Conversations and set goals that stretch team members to perform at an optimum level and develop their career.
All staff (this is everyone)	➔ Arrange regular My Conversation meetings, prepare for them and agree goals that interest and inspire you. ➔ Take the initiative to propose new ways of working which supports collaboration and increase efficiencies for the council. ➔ Utilise training and development opportunities to increase your understanding of inclusivity and proactively address any discrimination in and outside the workplace. ➔ Take control of your personal learning and career progression by utilising your 5 days of development per year. Ask for regular feedback and act on it.

Role	Responsibilities
Human Resources Professionals (all staff that work in a Human Resources, Reward or Learning and Development function)	→ Work closely with senior managers to develop local workforce plans and regularly monitor and give feedback on emerging themes, progress and challenges. → Embed My Conversation by: → helping managers to have quality conversations → facilitate moderation → provide training and workshops. → Review key HR policies, procedures, systems and management support to facilitate organisational change. → Work closely with trade unions to help improve performance and lead on negotiations. → Identify opportunities to increase the number of apprenticeship roles and first-time entrants in the organisation. → Have in place a comprehensive learning and development offer for staff to access. → Identify talent pools for development programmes.

Support and guidance

To help bring the workforce development strategy to life, we will:

→ Support Corporate Board Directors with the development of local workforce plans.

→ Ensure learning from local plans and transformation programmes feed into the delivery of this strategy.

→ Work closely with the Communications team to develop an engagement approach that reaches all our staff and is continuously seeking ways for staff to be fully involved.

→ Develop a detailed delivery plan for each year of the strategy and review regularly using an appropriate project management methodology.

→ Promote the responsibilities table which outlines the responsibilities expected from our strategic managers, people managers, staff and human resources professionals.

Endnotes

[1] Data sources:
1. Haringey Equality Scorecard December 2018 (for period January 2018 to December 2018)
2. Pay Policy Statement 2018/19 published April 2018
3. GLA population projection estimates (2017)
4. Human Capital Metrics Survey 2017/18 produced by London Council and Infiniti stats