

# REPORT FOR: **CABINET**

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|-------------------------------------|---|
| <b>Date of Meeting:</b>             | 18 March 2010   |
| <b>Subject:</b>                     | Strategy for People 2010-12   |
| <b>Key Decision:</b>                | No  |
| <b>Responsible Officer:</b>         | Jon Turner, Divisional Director for Human Resources and Development                 |
| <b>Portfolio Holder:</b>            | Paul Osborn, Portfolio Holder for Performance, Communication and Corporate Services |
| <b>Exempt:</b>                      | No  |
| <b>Decision subject to Call-in:</b> | Yes   |
| <b>Enclosures:</b>                  | Strategy for People 2010-12   |

## **Section 1 – Summary and Recommendations**

This report proposes the adoption of the draft Strategy for People 2010–12.

### **Recommendations:**

Cabinet is recommended to agree adoption of the draft Strategy for People 2010–12 and publication subject to it being 'Crystal Marked' by the Plain English Campaign.

### **Reason:**

To replace the Strategy for People 2006–09 and align the Council's people management strategy to support achievement of the Council's vision to be recognised as one of the best London Council's by 2012.

## **Section 2 – Report**

### **Introductory paragraph**

Delivery of the actions and initiatives identified in the Strategy for People 2006-09 and the people management projects in the Council Improvement Programme have supported the significant performance improvements that the Council has made in the last three years.

The draft Strategy for People 2010-12 builds on the success of the past 3 years and sets out the next phase in our journey of developing the performance and capability of staff and the effectiveness of managers in people management to support achievement of the Council's vision to be recognised as one of the best London Council's by 2012.

The draft Strategy for People will be crystal marked by the Plain English Campaign prior to publication.

### **Options considered**

Development of a strategy for how we plan, organise and develop our workforce is considered essential to support the achievement of our strategic priorities and so no other options were considered.

### **Background**

The Council first adopted a Strategy for People in 2004 and the new Strategy for People is the third to be produced.

The context for developing the new Strategy for People has been the aspirations and steer provided by the draft national Local Government Workforce Strategy 2010, areas for workforce improvement indicated by our inspectors and regulators, the views of staff and partners, and the council's vision and corporate priorities.

The associated action plan has been produced in close collaboration with Council Directorates who have each developed their own Workforce Strategies and Action Plans and, by agreement, the new Strategy for People sets out the council-wide actions they are seeking.

### **Financial Implications**

There are no direct financial implications as the costs of implementation will be met from planned budget provision.

### **Performance Issues**

The new Strategy for People and the associated action plan seek to directly address and achieve improvements in the following performance indicators

| <b>Indicator</b>   | <b>2009/10 Target</b> | <b>Performance</b>  | <b>London Council Average</b> |
|--|-----------------------|---|-------------------------------|
| Sickness Absence – average days per FTE  | 8.00                  | 7.58 at Q3, 2009/10. Performance will be at a higher level than this by year-end as there is typically higher levels of absence in Q4 | 9.4 (2008/09)                 |
| The proportion of BAME appointments reflects the % of working age (18-65) people from BAME's in the local community. | 51.44%                | 43.4% for 2008/09   | N/A                           |
| The % of employees declaring a disability in the total workforce (as recorded in SAP) (headcount)                    | 3.0%                  | 2.08% for 2008/09   | N/A                           |

Improving management of sickness absence was a key element in the Strategy for People 2006/09 and sickness absence performance has significantly improved from an average of 10.34 days per person in 2006/07 to 8.73 days in 2008/09.

Q3 performance data indicates the Council is on track to achieve its target of 8 days in 2009/10. Maintaining this rate of improvement will be challenging and the new Strategy for People focuses on achieving this through improving staff motivation.

Action to improve the diversity of the Council's workforce also features strongly in the new Strategy for People with the objective of increasing the numbers of employees from groups that are disproportionately under-represented compared to the local community.

The Council's people management strategy will be assessed as part of the Audit Commissions Use of Resources assessment; specifically under Key Line Of Enquiry 3.3. *The organisation is forward looking as it plans, organises and develops its workforce and information technology to support the achievement of its strategic priorities*

The new Strategy for People has been developed so that it supports the Council's objective to achieve at least level 3 for KLOE 3.3.

## Environmental Impact

There is no environmental impact.

## Risk Management Implications

The new Strategy for People addresses people management risks identified in the Corporate and Directorate Risk Registers.

Risk included on Directorate risk register? Yes

Separate risk register in place? No

There are no risks associated with the recommendation

## Corporate Priorities

The new Strategy for People has been developed to support achievement of the Corporate Priorities and the Council's vision to be recognised as one of the best London Council's by 2012.

## Section 3 - Statutory Officer Clearance

|                        |                                     |   |
|------------------------|-------------------------------------|---|
| Name: Steve Tingle     | <input checked="" type="checkbox"/> | on behalf of the<br>Chief Financial Officer |
| Date: 10 February 2010 |                                     |   |
| Name: George Curran    | <input checked="" type="checkbox"/> | on behalf of the<br>Monitoring Officer      |
| Date: 10 February 2010 |                                     |   |

## Section 4 – Performance Officer Clearance

|                        |                                     |   |
|------------------------|-------------------------------------|---|
| Name: Alex Dewsnap     | <input checked="" type="checkbox"/> | Divisional Director<br>Partnership,<br>Development and<br>Performance |
| Date: 11 February 2010 |                                     |   |

## **Section 5 – Environmental Impact Officer Clearance**

Name: John Edwards



Divisional Director  
(Environmental  
Services)

Date: 15 February 2010

## **Section 6 - Contact Details and Background Papers**

**Contact:** Jon Turner, Divisional Director Human Resources & Development, DD 0208 424 1225

### **Background Papers:**

Strategy for People 2006-09

[http://www.harrow.gov.uk/downloads/file/557/strategy\\_for\\_people](http://www.harrow.gov.uk/downloads/file/557/strategy_for_people)

**Call-In Waived by the  
Chairman of Overview  
and Scrutiny  
Committee**

**NOT APPLICABLE**

*(for completion by Democratic  
Services staff only)*