

**Harrow Council**

**Strategy for People**

**2010 - 2012**

draft

# CREATE

*One of the best London Councils by 2012*



# CREATE

*One of the best London Councils by 2012*



**Customer first** – we are focused and invested in improving the lives of our customers, going the extra mile to resolve their issues and empowering them to take responsibility for their own decisions.



**Respect** – so we treat each other with courtesy and regard, earning respect through working with others to engender trust.



**Engaged Communication** – that's why we listen. Actively placing a premium on engaging in conversations that bring people together, allows curiosity and interest in areas other than their own.



**Actively 'One Council'** – we collaborate not blame, because we believe the 'sum of the parts' is more powerful than its individual parts.



**Taking responsibility** – We always deliver what we say we will, empowering and challenging each other to enhance performance and behaviour.



**Energise and Improve** – while distinguishing ourselves by taking actions that innovate and improve.

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## **Foreword from Michael Lockwood, Chief Executive**

The Strategy for People 2010-12, replaces the 2006-09 Strategy and sets out the next steps in developing our workforce to achieve our vision 'To be recognised as one of the best London Councils by 2012'.

When I joined the Council in 2007, work was already underway implementing the 2006-09 Strategy for People to make sure we had the right people, with the right skills, in the right jobs, at the right time to deliver the Council's vision.

Significant elements of my 'nine step' plan and the wider Council Improvement Programme built on this work and today we are recognised as one of the most improved councils in London and one of the fastest improving nationally.

In 2009, we were runner up for the Municipal Journal 'Best achieving Council' award and have been shortlisted as finalists for the 'Most Improved Council' in the Local Government Chronicle Awards 2010. A host of other awards have also been secured.

We have made improvements and progress in every area of the Council's work and, in December 2009, the Audit Commission recognised our achievements in its 'Organisational Assessment' when it found that overall the Council performed well, with a score of 3 out of 4.

We are one of only a small number of local authorities across the UK to have improved under the new inspection regime and in its report the Audit Commission identified that Harrow Council:

- Provides good value for money
- Invests in clear priorities – those that residents want to see improved – cleaner and safer streets, building stronger communities and improving support for vulnerable people
- Has improved in two-thirds of our performance measures
- Has managed a difficult financial position and strengthened its financial reserves
- Has achieved substantial savings (£45m over the last 3 years)
- Put in place the foundations for becoming a high performing authority.

Importantly, residents are also noticing the difference and despite worsening economic conditions, satisfaction has risen by 6% since May 2007.

This success has been built on our investment in and commitment from the workforce and these outcomes could not have been achieved without their efforts. This is supported by our latest staff survey which showed that in virtually all areas, staff felt improvements had been made. Specifically:

- understanding of Harrow Council's strategic direction and corporate priorities improved from 45% to 53%
- understanding how individual's work objectives fitted with corporate priorities, improved from 47% to 57%
- commitment to delivering Harrow's objectives increased from 64% to 71%
- overall satisfaction with working for Harrow Council, increased from 50% to 61% and;
- advocacy of the council as an employer improved from 34% to 48%.

We have achieved a great deal, but we still have more to do to achieve the Council's vision and we must do it in the context of the continuing need to reduce costs and manage the increasing expectations of our residents. This will mean significant change, which will impact on all areas of the Council.

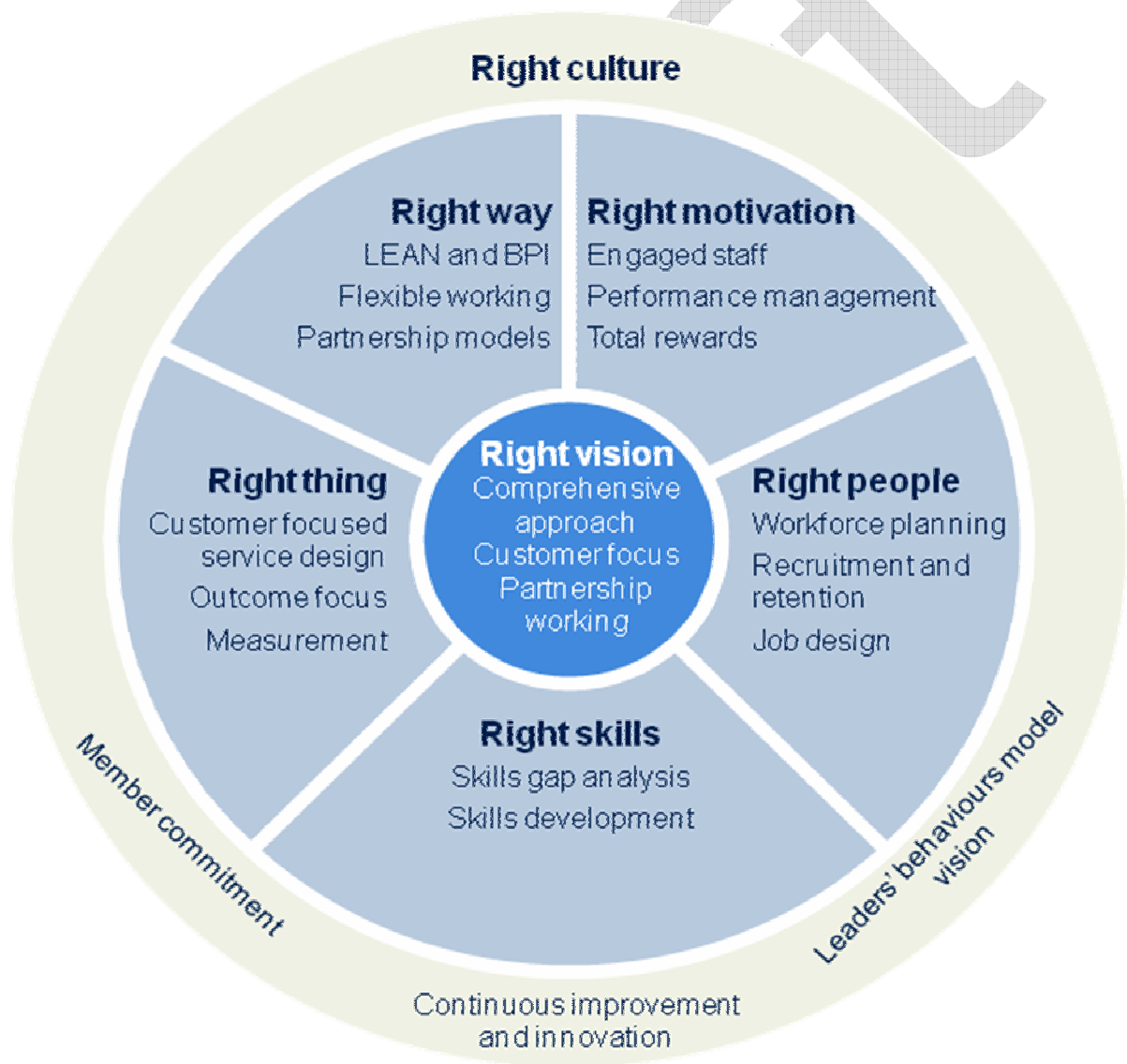
Through our 'Better Deal for Residents' programme we will develop and implement new ways of working. Engaging with and involving partners from the public, private and voluntary sectors to deliver improved services that offer residents even better value for money.

This new Strategy for People 2010-12 supports this phase of change and, in particular, the 'Better Deal for Residents' programme, and sets out the next steps in our journey in developing the performance and capability of our workforce and the effectiveness of managers to meet these challenges.

## Framework for this Strategy

The framework below was developed and launched by the Improvement & Development Agency in August 2009. It captures all those elements required for organisational development. It provides an overarching framework to this Strategy that will ensure that all initiatives and activities are focused on achieving the Council's vision.

The Better Deal for Residents programme is focussed on identifying the Right Thing in the Right Way in order to achieve the Right Vision. The other elements of the framework are those focussed on people management and development.



## **Context**

The context for this Strategy comprises five significant drivers:

1. The Better Deal for Residents programme
2. The Council's vision and corporate priorities
3. The views of council staff and managers
4. The Council's workforce profile
5. Current workforce performance

In addition, the views of the Corporate Strategy Board and the Directorate workforce strategies and action plans are summarised in the Key Workforce Objectives on page 18.

Each of these is described briefly below.

## 1. Better Deal for Residents

The current economic climate is affecting all sectors and residents alike. This, together with our drive for continuous improvement in both services and customer satisfaction levels has led to our Better Deal for Residents programme where officers are currently exploring a range of options, in partnership wherever possible, to address the growth in costs anticipated in the next few years whilst the level of income into the council is expected to fall. Following the local elections in May 2010, the Council's administration will have a range of options to consider in meeting this challenge.

The Better Deal for Residents programme will, in the first instance, include a fundamental review of how the council can deliver more integrated services to local taxpayers across all the public sector partners in the borough. It will focus on how the council can better align services with residents' needs, whilst being more cost effective. The programme's specific objectives are to:

- **Deliver the Harrow Strategic Partnership vision** for Harrow as set out in the Sustainable Community Strategy
- **Deliver a balanced budget** in the medium term and make a significant contribution to 2010/11 budget
- **Enable continuous improvement** – to continue and accelerate the service improvements we have made over recent years
- **Manage the increasing expectations of residents** – our customers expect comprehensive, value for money services with no increases in their council tax

### Implications for this workforce strategy

The impact of the Better Deal for Residents programme, both in the process of change from the current models of delivery to new, and in meeting the programme's objectives will be felt by all council staff, regardless of level or role.

Although it is still too early to identify the specific new delivery models and therefore the effect on individual members of staff, it can be anticipated that there will be a combination of different models which may include joint delivery of some services with partners, delivery by private, public or third sector providers, shared services and so on. This, together with the scale of change, indicates the following emerging implications:



**Right People**

1. The development of more sophisticated and fit-for-purpose workforce planning techniques cross-council so that future changes can be predicted, planned for, and met in an Actively 'One' Council way and potentially across different providers.
2. It is recognised that outsourcing of some services, improving service efficiency and terminating some other services will lead to a change of employer or staff at risk of redundancy. We will also need to view employees of partner organisations (statutory and commercial) as part of a wider workforce.
3. To seek, wherever possible, to redeploy staff if their jobs are at risk and to provide outplacement support where we are unable to do so

**Right Skills**

4. A need to continue to build the effectiveness of managers at all levels in the leadership, management and consistent practice in change and performance management; that all managers provide inspiration and take and provide opportunities to "Energise and improve". This will be achieved through development and enabling tools.
5. To continue to provide opportunities to staff in developing skills for the role they currently fill, to expand their skill base so that they can be deployed more readily across a broader range of roles and to experience and welcome change. This will continue to develop organisational capacity and capability, enable the Council to be more flexible in deploying staff resources and better secures sustainable employability for staff.
6. To develop strategic, joint commissioning and partnership skills in middle and senior managers – if whole services are delivered jointly or procured (rather than delivered directly), managers must be able to commission, manage, monitor and review delivery so that best value for money is achieved in providing services to Harrow

**Right motivation**

7. To improve our management and development of employee performance.
8. To improve our performance in engaging staff in the development of change options and their implementation
9. A need to continue to embed and reinforce the culture change needed to meet the CREATE values, particularly, in all change management activities

**Right way**

10. To further enable flexible and mobile working – a smaller civic centre or shared with others, a reduction in the number of council premises, modernising and making more efficient working practices – requires a step change in the current work in introducing new technologies to achieve efficiencies and modifying working practices on a more significant scale

At the same time as this change programme, services need to continue to be delivered and developed and staff must feel confident and able to do so with the understanding that change is being managed well.

In all that we do, there is a need to build stronger partnerships so that the initial themes identified above and the others that emerge can be managed and met more effectively

It is anticipated that the range of issues that the Better Deal for Residents programme will raise will require that this Strategy be reviewed during 2010 to ensure it is fit for purpose. The current actions identified in the Action Plan will continue to build the strong foundation we require for a highly performing council and for a Better Deal for Residents future. The review will additionally include actions beyond 2012.

## 2. Council's Vision and Corporate Priorities

The Council's Vision and Corporate Priorities provides direction and clear priorities for council staff.

The Sustainable Community Strategy is developed by the Harrow Strategic Partnership together with the local community, local agencies, stakeholders and residents involved in identifying its priorities.

The Strategy shows how the organisation's making up the Harrow Strategic Partnership will try to shape the effects of global, national, regional and local trends and events to work towards successful outcomes for Harrow. These successful outcomes include making Harrow a better place to live and work over the long term.

It covers a range of issues and it sets out aspirations for each of them. Overall, its direction can be summed up as:

By 2020, Harrow will be recognised for:

- Integrated and co-ordinated quality services, many of which focus on preventing problems from arising, especially for vulnerable groups, and all of which put users in control, offering access and choice;
- Environmental and community sustainability, because we actively manage our impact on the environment and have supported inclusive communities which provide the jobs, homes, education, healthcare, transport and other services all citizens need.
- Improving the quality of life, by reducing inequalities, empowering the community voice and promoting respect and becoming the safest borough in London.

The **Council's vision** is to be recognised as one of the best London Councils by 2012, in a borough that is cosmopolitan, confident and cohesive.

The Council has adopted the following **Corporate Priorities** for 2009/10:

1. Deliver cleaner and safer streets,
2. Improve support for vulnerable people,
3. Building stronger communities.

### 3. Staff survey 2009

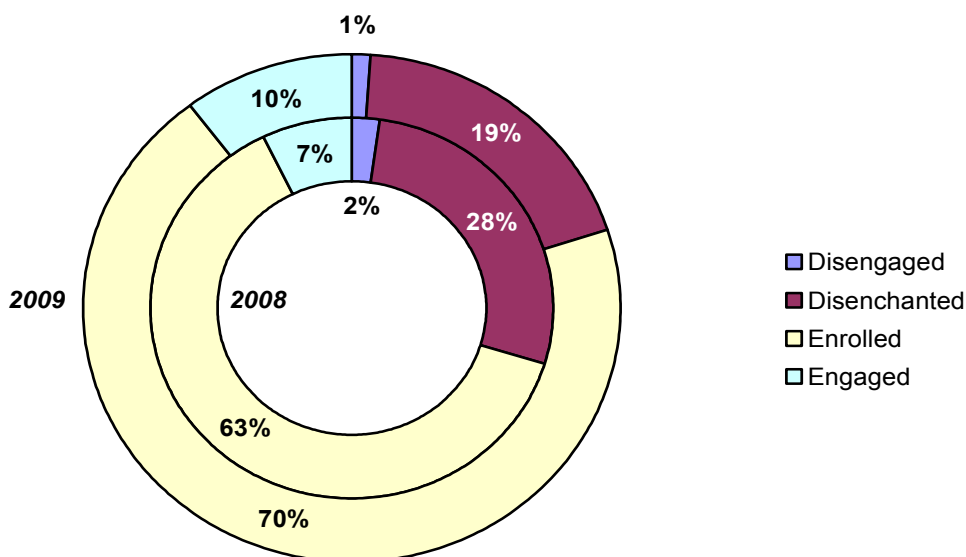
The Council carries out a bi-annual staff survey with the last conducted in November 2009. An interim survey focussed on particular issues was also carried out in Spring 2009.

The annual surveys, carried out with the support of The Work Foundation, have enabled us to monitor staff perception on a broad range of issues and identify where, in their view, we have progressed in meeting their expectations, and where we need to do more.

The response rate to the November 2009 survey was the highest achieved to-date. 57% of staff responded which compares very favourably with typical response rates for other organisations and demonstrates an increasing level of engagement.

Encouragingly, 84% of the indicators showed an improvement in staff perception with 31% showing a significant improvement. Nine indicators, in particular, exceed those for other public sector organisations using The Work Foundation for their staff surveys.

The Work Foundation use an engagement index, also used by other organisations, which allows us to measure the level of employee engagement with the council, track that over time (see chart below) and compare engagement with other organisations. This level of employee engagement demonstrates a step-change in staff perception and a clear link to the improving council performance.



## Key strengths

The key strengths identified through this staff survey are that staff feel well informed about the Council; they believe reward and recognition systems are fair and transparent; they are confident they are meeting the needs of our customers; they have the opportunity for personal growth and development; and that the council is good at managing change. These indicators now exceed The Work Foundation's benchmark for public sector organisations.

There have also been significant improvements in other indicators:

- Advocacy of the council as an employer has improved from 34% to 48%
- An increase from 64% to 71% saying they are committed to delivering Harrow's objectives
- Overall satisfaction with working for Harrow Council, from 50% to 61%
- Understanding of Harrow Council's strategic direction and corporate priorities, from 45% to 53%
- Understanding how individual's work objectives fit into corporate priorities, from 47% to 57%.

## Key areas to improve

There were 2 indicators that had decreased that we need to address both of which relate to the Council's Individual Appraisal and Development (IPAD) Scheme. The first related to meaningful discussion being held between staff and managers on the work objectives for the year; the second on meeting agreed development needs. There has been significant development for staff and managers throughout the year including briefings and skills workshops for over 700 managers and staff on the IPAD scheme. Nevertheless, both these issues require further action based on this feedback from staff and managers.

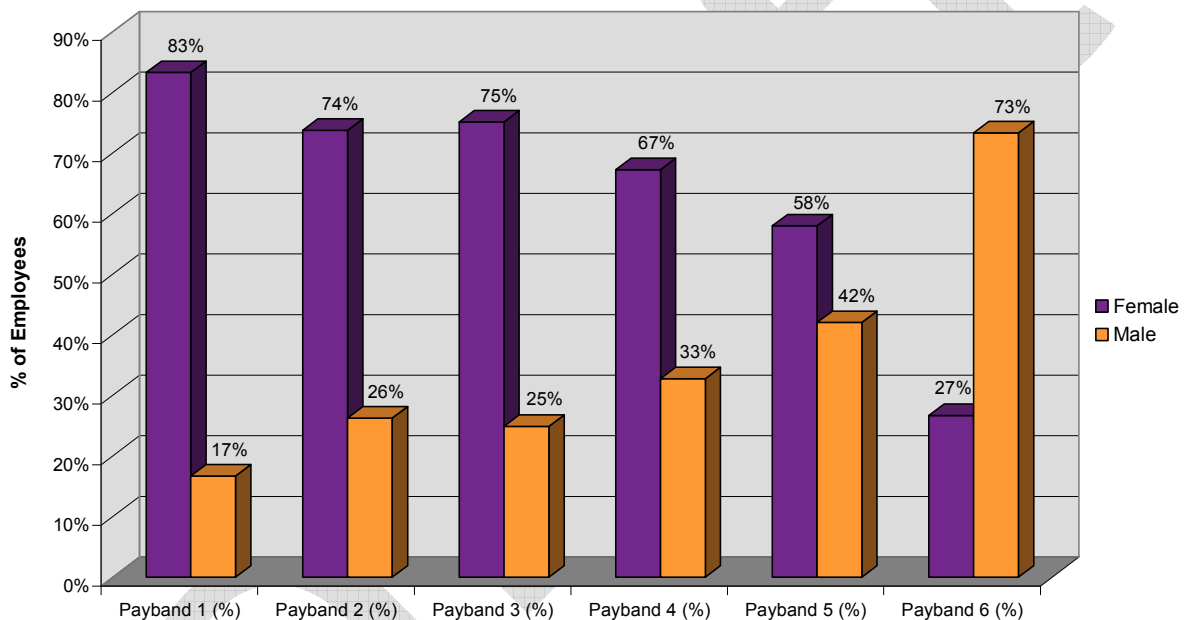
There were other factors that also merit attention. Although, the perceptions of staff had improved in how the Council manages changes and in the effectiveness of senior management, the extent of change through the Better Deal for Residents programme demands that there is strong leadership and management of change. Both of these factors are addressed in the Action Plan.

## 4. Workforce Profile at 31 December 2009

### Gender and Implications for this Strategy

Three-quarters of the workforce are women. This pattern of a higher representation than the local community has been evident for many years. The chart below shows that women are represented predominantly in the lower paybands with a sharp decline between paybands 5 and 6. The salary ranges for these paybands are shown on page 18. Action to understand why there is a declining proportion of women in higher paybands will be taken as well action to address the issues identified.

**Gender by Payband in Harrow Council  
as at 31 December 2009**

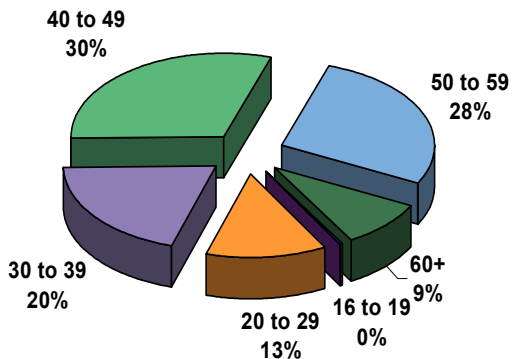


### Age and Implications for this Strategy

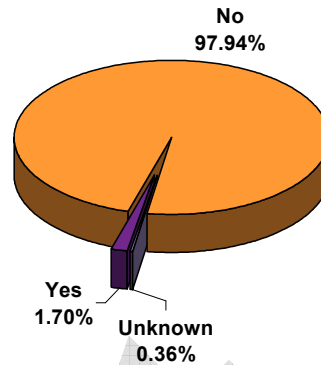
The age profile of the Council, highlights that the Council does not employ any staff below the age of 20 with 70% of the workforce aged 40 or over. The increasingly aging workforce will lead to high turnover in future years and potentially high numbers of vacancies, increasing costs of temporary / agency cover and recruitment and retention difficulties. Plans to start to address this position are reflected in the Action Plan.

As a consequence of rising unemployment of young people, the need to provide clear routes into council employment and to, in part, address the council's aging workforce, the implementation of an Apprenticeship scheme is reflected in the Plan.

**Age in Harrow Council as at 31 December 2009**



**Disability in Harrow Council as at 31 December 2009**



**Disability and Implications for this Strategy**

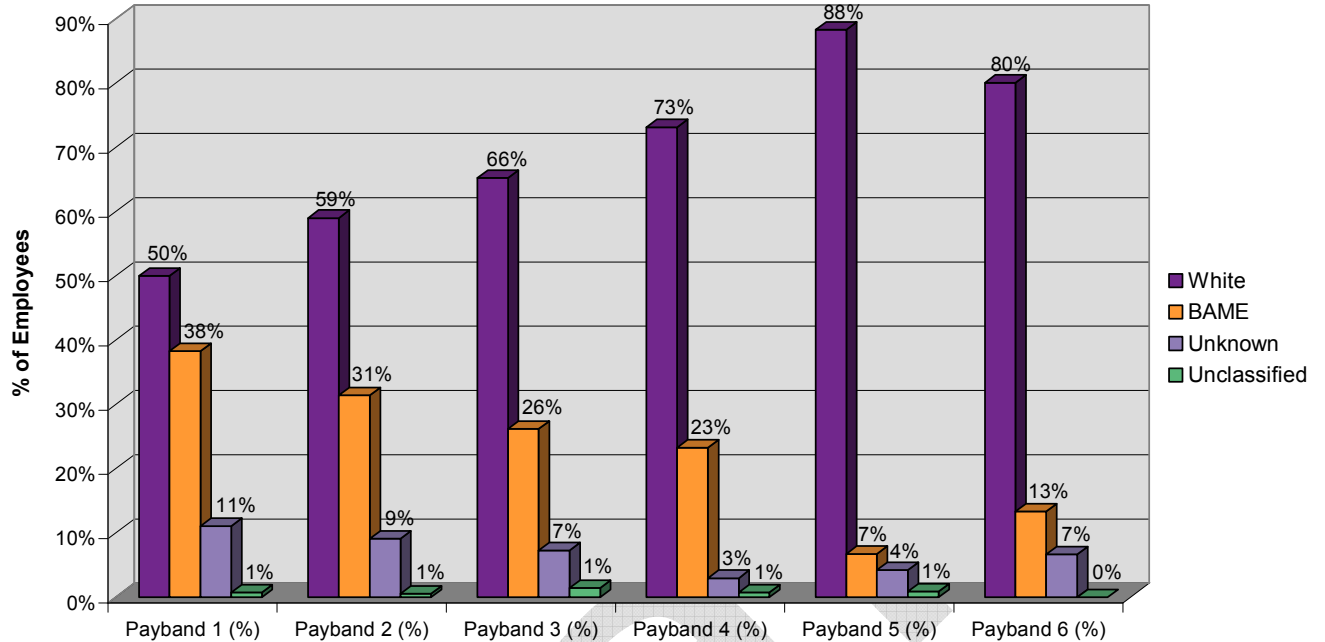
Council staffing records show a decline in the number of disabled people employed. This is somewhat contradicted by the staff survey where 8% of respondents stated that they were disabled. Action to firstly identify the actual numbers of disabled people employed will be taken and thereafter, further action taken, wherever possible, to retain in employment those who become disabled. The proportion of disabled people that apply for jobs with the council is low at 4% of applicants for the year to 31 March 2009. Action to encourage applications from disabled people will be taken as well as improving the recruitment experience for them.

**Ethnicity and Implications for this Strategy**

The Council, year-on-year, shows an increasing proportion (one-third) of the workforce made up of Black, Asian and Minority Ethnic (BAME) staff. The chart below shows that the majority of these staff are represented in the lower paybands with decreasing levels of representation until an increase is evident at payband 6.

Monitoring of the outcomes of recruitment and selection processes shows that 50% of the internal promotions made during 2008/09 were of BAME staff. However, the proportion of externally recruited BAME people has fallen to 42% of appointments. Action to understand why external BAME applicants are less successful than internal BAME staff will be taken as well as action to address the issues found.

**Ethnicity by Payband in Harrow Council  
as at 31 December 2009**



**Religion and belief and sexuality and Implications for this Strategy**

The Council does not currently hold data on the religion or belief held by staff nor on their sexuality. The Action Plan will address this.



**Paybands – with effect from 1<sup>st</sup> April 2009**

<b>Payband</b>	<b>Salary in £s</b>	<b>Broadly equivalent to and will include</b>
Band 1	Up to 18,582	H1 to H3
Band 2	18,583 - 30,390	H4 to H8
Band 3	30,391 - 41,610	H9 to H11
Band 4	41,611 - 60,057	SPM3 – SPM5
Band 5	60,058 - 92,892	SPM1 – SPM2
Band 6	92,893 and above	Directors and above

*H grades - Harrow pay spine*

**5. Current workforce performance**

**Sickness Absence**

The development and launch of the “Absence Matters” improvement programme in 2007 has seen sickness absence fall from an average of 10.34 days per full-time equivalent person in 2006/07 to 8.73 days in 2008/09. Although there has been an increase in short-term sickness absence during 2009 (anticipated to be a consequence of absence due to or concerns around swine flu), it is considered that the average of 8.73 days will reduce further in 2009/10.

**Individual Performance Appraisal and Development (IPAD)**

Although the staff survey indicates that we have further work to do to properly embed the IPAD scheme, Directorates reported at 31 December 2009 that 81% of staff had had an IPAD meeting during the year. Extending the scheme to all staff in all Directorates and to improve it’s effectiveness as a performance and developmental tool is anticipated will lead to further improvements in council performance. This therefore features in the Action Plan.

## **Key workforce objectives to address**

In considering the context above as well as the workforce issues from each of the Directorate Workforce Strategies and Action Plans, the Corporate Strategy Board have agreed on the following key workforce objectives for this Strategy.

### **Right People**

- To effectively plan for and meet future workforce requirements, different service delivery models, the wider workforce across partner organisations, the increasing expectations of our customers as well as the changing workforce profile - in age and the drive to improve the representation of minority groups in the workforce.

### **Right Skills**

- To continue to improve the skills, abilities and capacity of senior and middle management to effectively and ambitiously drive forward the change required by the Better Deal for Residents programme whilst working in partnership with others.
- To develop the skill sets of managers in change management, commercial commissioning and management, partnership working and continuous improvement required for strong partnerships with statutory, commercial and third sector bodies
- To provide development for staff that enables them to adapt to changing environments, to enhance their performance and continue to improve service delivery.

### **Right motivation**

- To enhance, cross-council, the way change is implemented so that it ensures the opportunity for staff to contribute to the change process whilst being effectively supported through it.
- To continue to implement technological solutions which enable monitoring and improvements to workflow process so as to improve productivity and performance and efficiency whilst providing motivation through sound people and performance management, the IPAD scheme and recognition and appropriate reward schemes.
- To maintain our focus on improving staff wellbeing

**Right way**

- To enable changes in ways of working to achieve efficient services. This includes the introduction of new technology and remote and mobile working.

**Right culture**

- To work closely with partner organisations on workforce issues, recognising the increasingly joint approach to service delivery
- To further embed the CREATE values

These key objectives are set out, together with actions to address them in the remainder of this Strategy.

draft

**Right people 2010-2012**

**Key objective:** To effectively plan for and meet future workforce requirements, different service delivery models, the wider workforce across partner organisations, the increasing expectations of our customers as well as the changing workforce profile - in age and the drive to improve the representation of minority groups in the workforce.

## Sub-objectives:

- Workforce issues are addressed effectively and consistently at all times
- Future workforce requirements are met
- Recruitment and retention difficulties are proactively addressed to minimise the impact on services
- Recruitment practices improve so that we employ the right workforce, at all levels, for future success
- Resourcing processes improve and reduce costs in recruitment of permanent and temporary workers
- Better workforce representation of minority groups is achieved at all levels
- Wider working with partners on common workforce issues
- Increased opportunities for those who are suffering worklessness

	<b>Milestones for 2010/11</b>	<b>Milestones for 2011/12</b>	<b>Success measures</b>	<b>Action owner</b>
Introduce a single provider for resourcing permanent and temporary workers	<ul style="list-style-type: none"> <li>• Clear Employer of Choice brand that promotes the Council as a place to work</li> <li>• More efficient and LEAN recruitment processes</li> <li>• Improved recruitment materials which promote the council</li> <li>• Proactive sourcing of candidates based on predicted patterns of demand</li> <li>• Proactive sourcing by provider to ensure that disabled applicants are attracted to apply</li> <li>• Improved Management Information</li> <li>• Effective relationship and</li> </ul>	<ul style="list-style-type: none"> <li>• On-line advertising</li> <li>• On-line tracking of progress of application by candidates</li> <li>• Available to partners and meets their requirements</li> <li>• Competency framework for use in resourcing, recruitment, performance management and staff and manager development</li> <li>• Measures implemented to reduce inefficient use of agency workers</li> <li>• Measures implemented to meet the requirements of the Agency Workers Directive</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced management and administration time in filling vacancies</li> <li>• Reduced time to fill vacancies – process from initiation of recruitment to post filled, on average, is less than 10 weeks</li> <li>• Improved attraction and job fill rates for hard-to-fill roles</li> <li>• Reduced agency worker costs – initially spend to fall below £10m per annum</li> <li>• Improved perceptions of Council as an Employer of Choice – increase in proportion of staff advocating the council</li> </ul>	Organisational Development

	<b>Milestones for 2010/11</b>	<b>Milestones for 2011/12</b>	<b>Success measures</b>	<b>Action owner</b>
	contract management arrangements are in place		<p>as an employer from 48% to 60% (staff survey + candidate surveys)</p> <ul style="list-style-type: none"> <li>• Effective management of risks associated with Agency Worker Directive resulting in minimal costs arising</li> </ul>	
Introduce focussed recruitment and retention measures for hard to fill jobs	<ul style="list-style-type: none"> <li>• Clear strategy and plan to address the issues, both in recruitment and retention, working in partnership with others to avoid competitive practices wherever possible</li> <li>• Improve system for capturing of reasons for leaving the council (Exit questionnaires)</li> </ul>	<ul style="list-style-type: none"> <li>• Review and update strategy and plan to ensure actions continue to meet the needs for effective staff resourcing in these areas</li> </ul>	<ul style="list-style-type: none"> <li>• Improvements in recruitment and retention rates</li> <li>• Planning is effective in identifying and addressing potential resourcing difficulties</li> <li>• Less reliance on agency workers and consequently reduced costs</li> <li>• Improved understanding</li> </ul>	Organisational Development - development / HRD Business Partners team - implementation

	<b>Milestones for 2010/11</b>	<b>Milestones for 2011/12</b>	<b>Success measures</b>	<b>Action owner</b>
			of reasons why staff leave	
Introduce clear and effective measures to address workforce redeployment	<ul style="list-style-type: none"> <li>Improved performance in redeploying staff with the skills required for changed roles</li> <li>Effective transition and outplacement support where required</li> </ul>	<ul style="list-style-type: none"> <li>Partners engaged to ensure actions taken are mutually supportive and beneficial</li> </ul>	<ul style="list-style-type: none"> <li>Improved redeployment levels</li> <li>Minimised costs arising from redundancy or severance</li> <li>Perceptions of staff in how the council manages change improves from 27% to 35%</li> </ul>	Organisational Development - development / HRD Business Partners – implementation
Improve performance on equalities and diversity in employment and address issues arising from aging workforce	<ul style="list-style-type: none"> <li>Achievement of the highest standards in the Equalities Framework</li> <li>Implement workforce actions required as a result of the Equalities Act</li> <li>Positive action programmes in place for</li> </ul>	<ul style="list-style-type: none"> <li>Improved age diversity of the workforce</li> <li>Employee social identity is updated and maintained and extended to include sexuality and religion / belief</li> <li>Equal Pay Auditing</li> </ul>	<ul style="list-style-type: none"> <li>More diverse workforce at all levels based on progression towards the targets in the Annual Equalities report</li> <li>Evidence of fair treatment of all staff, regardless of social identity – proportions of</li> </ul>	Organisational Development / Directorates

	<b>Milestones for 2010/11</b>	<b>Milestones for 2011/12</b>	<b>Success measures</b>	<b>Action owner</b>
	<p>promotion and development to achieve a workforce that is representative at all levels</p> <ul style="list-style-type: none"> <li>• Agency worker social identity is captured to include in the Council's Annual Equalities in Employment report</li> <li>• Establish a sub-group of the Corporate Equalities Group to identify initiatives and actions to improve council performance in equalities in employment.</li> </ul>	<p>demonstrates continuing fair reward practice</p> <ul style="list-style-type: none"> <li>• Annual Council Equalities in Employment Action Plan and work with Directorates to ensure Directorate Equalities in Employment Action Plans are addressing local issues</li> </ul>	<p>staff raising grievances of subject to other processes is consistent with the workforce profile</p>	
<p>Ensure effective partnership working with the Local Employment</p>	<ul style="list-style-type: none"> <li>• The work and initiatives of the Regeneration Unit are supported in identifying good people management practice in addressing worklessness</li> </ul>	<ul style="list-style-type: none"> <li>• Apprenticeships scheme implemented to address unemployment amongst young people, working in partnership with others to maximise opportunities</li> </ul>	<ul style="list-style-type: none"> <li>• Improved understanding by managers of the LEP and Job Brokerage Scheme</li> <li>• Improved performance as a Council in</li> </ul>	<p>Organisational Development - development / Directorates - employment</p>



	<b>Milestones for 2010/11</b>	<b>Milestones for 2011/12</b>	<b>Success measures</b>	<b>Action owner</b>
Partnership (LEP)	<ul style="list-style-type: none"> <li>• Improve perceptions, understanding and abilities of the Job Brokerage scheme to meet the needs of internal staff seeking redeployment and external people seeking employment</li> <li>• Briefings for managers on the range of employment initiatives available as options to them, e.g. Xcite, Future Jobs Fund, Apprenticeships</li> </ul>	for jobs and funding	employing those suffering worklessness – meet LAA targets	
Development of Workforce planning practices	<ul style="list-style-type: none"> <li>• Directorate workforce planning identifies future workforce needs whilst tackling current workforce issues</li> <li>• Development of integrated service, budget</li> </ul>	<ul style="list-style-type: none"> <li>• Improved analysis tools are implemented for managers in identifying key workforce issues</li> <li>• Workforce planning provides for succession planning</li> </ul>	<ul style="list-style-type: none"> <li>• Managers are using workforce planning toolkits to support the development of their Service and Budget plans to better assure service delivery</li> </ul>	Organisational Development - development / Directorates

	<b>Milestones for 2010/11</b>	<b>Milestones for 2011/12</b>	<b>Success measures</b>	<b>Action owner</b>
	<p>and workforce planning (including learning and development planning) is supported</p> <ul style="list-style-type: none"> <li>• On-line and easily accessible workforce reports for managers that meet their needs commence roll out</li> </ul>	<ul style="list-style-type: none"> <li>• Mutually beneficial partnership working is in place to identify where action can be taken more effectively together on common challenges; to make best use of resources and to develop common standards across services</li> </ul>	<ul style="list-style-type: none"> <li>• Optimisation of workforce deployment and co-ordinated and prioritised development activity cross-council (and cross-partner) wherever possible</li> <li>• Managers are able to access workforce management information directly through SAP</li> <li>• Major change programmes identify the workforce requirements and ensure that change is embedded</li> <li>• Partnership working on common workforce issues</li> </ul>	

## **Image - Right skills triangle**

### **Key objectives:**

- To continue to improve the skills, abilities and capacity of senior and middle management to effectively and ambitiously drive forward the change required by the Better Deal for Residents programme whilst working in partnership with others.
- To develop the skill sets of managers in change management, commercial commissioning and management, partnership working and continuous improvement required for strong partnerships with statutory, commercial and third sector bodies
- To provide development for staff that enables them to adapt to changing environments, to enhance their performance and continue to improve service delivery.

### **Sub-objectives:**

- Staff have the skills needed for the jobs they are required to do
- Career development is promoted and assisted through coaching, mentoring, shadowing and secondment schemes, in partnership wherever possible
- There are clear career pathways and succession planning in place, in partnership wherever possible
- Strong and effective leaders and managers are developed
- Structured professional qualification strategies and personal development opportunities are developed based on Council objectives
- E-learning, opportunities are extended to staff, in partnership wherever possible

<b>Action</b>	<b>Milestones for 2010/11</b>	<b>Milestones for 2011/12</b>	<b>Success measures</b>	<b>Action owner</b>
Ensure Learning & Development Strategy and Framework is in place cross-council	<ul style="list-style-type: none"> <li>Learning &amp; Development Strategy and Framework implemented so that from 2010, decisions on development of staff are managed consistently in accordance with the priorities outlined within them</li> </ul>		<ul style="list-style-type: none"> <li>Learning and development decisions are based on organisational need in accordance with the agreed hierarchy set out in the Framework</li> <li>Learning and Development spend demonstrates it is directed towards the priorities identified</li> </ul>	HRD Business Partners / Directorates
Achieve Council-wide accreditation as an Investor in People	<ul style="list-style-type: none"> <li>Gap analysis completed and action plan in place to address</li> </ul>	<ul style="list-style-type: none"> <li>Investors in People accreditation achieved in 2012</li> </ul>	<ul style="list-style-type: none"> <li>The award is achieved</li> </ul>	Organisational Development – co-ordination / HRD Business Partners – directorate support / Directorates – implement actions to

Action	Milestones for 2010/11	Milestones for 2011/12	Success measures	Action owner
				address gaps
Continue leadership and management development, in partnership wherever possible	<ul style="list-style-type: none"> <li>• Design, develop and launch the Management Development Practitioners Programme</li> <li>• Design, develop and launch the 2010 development programme for the Corporate Leadership Group</li> <li>• Development of current and future critical skills - partnership working, strategic commissioning, management of multi-agency teams, client side management, financial management, customer service management, managing and promoting diversity and best practice</li> </ul>	<ul style="list-style-type: none"> <li>• Effective partnership working to identify common development opportunities</li> <li>• Clear and structured development plan for new managers through the combined Management Induction and Foundation development programme and the Practitioner programme</li> </ul>	<ul style="list-style-type: none"> <li>• Improving Council performance in it's Performance Indicators</li> <li>• Accreditation with the Institute for Leadership and Management for Management Development Practitioners Programme</li> <li>• Staff perception of senior and middle management effectiveness and in organisational management of change improves (staff survey)</li> </ul>	Organisational Development

Action	Milestones for 2010/11	Milestones for 2011/12	Success measures	Action owner
	<p>people and performance management – offering this to partners wherever possible</p> <ul style="list-style-type: none"> <li>• Combined Management Induction and Management Development Foundation programmes</li> <li>• Other Management Development provision reviewed to determine whether it is fit for purpose (e.g. CMS, DMS, Future Leaders Programme)</li> </ul>		<ul style="list-style-type: none"> <li>• External recognition that the council has effective leadership and management (CAA)</li> </ul>	
Support Member Induction and Development	<ul style="list-style-type: none"> <li>• Member Induction in 2010 and ongoing development through a programme of activity is effectively supported</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing Member development is supported</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain member development charter status</li> </ul>	Organisational Development

Action	Milestones for 2010/11	Milestones for 2011/12	Success measures	Action owner
Establish and maintain on-line Learning & Development administration system using Coursebooker	<ul style="list-style-type: none"> <li>• Externally provided, efficient and effective, administration</li> <li>• All services are able to easily use the system for 90% of course requirements</li> </ul>	<ul style="list-style-type: none"> <li>• Provision is reviewed and modified to ensure service continues to meet the needs of services</li> <li>• Work with partners to extend the system to them, if they wish</li> </ul>	<ul style="list-style-type: none"> <li>• Improved L&amp;D management information</li> <li>• Improved value for money in learning and development spend – directed to priorities in the Learning &amp; Development framework and supports significant change exercises</li> <li>• Joint L&amp;D activities with partner agencies utilise Coursebooker</li> </ul>	Organisational Development
Develop self-sufficiency for managers in effective people	<ul style="list-style-type: none"> <li>• Manager’s Directory and toolkits for managers launched and are used and viewed as an effective</li> </ul>	<ul style="list-style-type: none"> <li>• The range of e-learning packages is extended to managers to better</li> </ul>	<ul style="list-style-type: none"> <li>• Managers manage people issues more effectively and consistently without</li> </ul>	Organisational Development – development / HRD Business Partners -

Action	Milestones for 2010/11	Milestones for 2011/12	Success measures	Action owner
management	enabling tool	support them in people management	the requirement for support at earlier stages of people management processes	implementation
Provide opportunities for development through secondments and shadowing and similar	<ul style="list-style-type: none"> <li>A robust and fair secondment and shadowing scheme is introduced; the mentoring and coaching scheme is promoted, with partners wherever possible</li> </ul>		<ul style="list-style-type: none"> <li>Increased take-up of secondment and shadowing opportunities</li> <li>Increased participation in mentoring and coaching schemes</li> </ul>	Organisational Development – development / HRD Business Partners - implementation
Develop and introduce succession planning, wherever possible in partnership	<ul style="list-style-type: none"> <li>Career pathways are identified and succession planning implemented</li> </ul>	<ul style="list-style-type: none"> <li>Career pathways and succession planning take account of partners wherever possible</li> </ul>	<ul style="list-style-type: none"> <li>Clearer career pathways across partner agencies</li> <li>Increased cross-transfer opportunities between agencies</li> </ul>	Organisational Development



<b>Action</b>	<b>Milestones for 2010/11</b>	<b>Milestones for 2011/12</b>	<b>Success measures</b>	<b>Action owner</b>
<p>Explore funding opportunities to extend the Learning 4, qualification based, programme</p>	<ul style="list-style-type: none"> <li>• Funding streams identified and optimised in order to offer qualification development as widely as possible</li> <li>• Explore further development of NVQ (Diplomas from 2010) programmes with partners</li> </ul>		<ul style="list-style-type: none"> <li>• Further development of staff through achievement of National Vocational Qualifications or Diplomas – development offered to a further 200 staff</li> </ul>	<p>Organisational Development</p>

**Image - Right motivation rectangle****Key objectives:**

- To enhance, cross-council, the way change is implemented so that it ensures the opportunity for staff to contribute to the change process whilst being effectively supported through it.
- To continue to implement technological solutions which enable monitoring and improvements to workflow process so as to improve productivity and performance and efficiency whilst providing motivation through sound people and performance management, the IPAD scheme and recognition and appropriate reward schemes.
- To maintain our focus on improving staff wellbeing

**Sub-objectives:**

- The council is an Employer of Choice where staff advocate the council as one of the best employers in London
- Staff benefits are highly valued, demonstrate modern practices and offer employees choice
- Wellbeing initiatives improve the wellbeing of staff and managers
- The 'Reward package', in its entirety, encourages motivated employees who are willing to go the 'extra mile' and develop their performance
- Staff feel valued and able to influence and contribute to improving the performance of the council
- Managers have access to on-line resources and appropriate learning and development to facilitate effective management of change
- Staff are engaged, able to contribute to the success of and are supported through organisational change and development

Action	Milestones for 2010/11	Milestones for 2011/12	Success measures	Action owner
Develop Total Reward	<ul style="list-style-type: none"> <li>• Clear communication to the workforce and candidates on the Council's Total Reward approach that acts to motivate and engage</li> <li>• Improved Reward and Recognition options that encourage and reward innovation and performance</li> </ul>	<ul style="list-style-type: none"> <li>• Total Reward statements introduced that enable employees to see the full value of their reward package</li> </ul>	<ul style="list-style-type: none"> <li>• Reduced turnover in those areas where jobs are hard to fill and retain staff</li> <li>• Improved staff morale (measured through staff surveys)</li> </ul>	Organisational Development / Shared Services
Develop performance	<ul style="list-style-type: none"> <li>• Individual Performance Appraisal and Development scheme further developed and implemented ensuring it provides for constructive debate between managers and their staff on objectives and their achievement, the CREATE values and how they are applied and on development that meets requirements for effective</li> </ul>	<ul style="list-style-type: none"> <li>• On-line process implemented which is easy for staff and managers to use; captures key information for succession planning, corporate course provision (where appropriate) and monitoring of outcomes to identify patterns and trends</li> </ul>	<ul style="list-style-type: none"> <li>• Improved perceptions by staff and managers of IPAD</li> <li>• More staff agree constructive conversations are held on performance (staff survey)</li> <li>• Improvements in</li> </ul>	Organisational Development

Action	Milestones for 2010/11	Milestones for 2011/12	Success measures	Action owner
	performance		staff performance	
Staff Survey		<ul style="list-style-type: none"> <li>• Bi-annual staff survey conducted to monitor staff views and take action corporately and within Directorates to address issues raised</li> </ul>	<ul style="list-style-type: none"> <li>• More staff agree that the council takes improvement action as a result of the staff survey (staff survey)</li> <li>• Improved perceptions of Council as an Employer of Choice (staff survey)</li> </ul>	Organisational Development – co-ordination of survey, reporting on outcomes, corporate action / Directorates – address areas for action identified
Staff induction	<ul style="list-style-type: none"> <li>• Staff induction reviewed and relaunched so that it provides a motivational and informative corporate introduction to the Council</li> </ul>		<ul style="list-style-type: none"> <li>• Low turnover among new starters.</li> <li>• Improved engagement among new starters (staff survey)</li> </ul>	Organisational Development

Action	Milestones for 2010/11	Milestones for 2011/12	Success measures	Action owner
Maintain reduction in sickness absence	<ul style="list-style-type: none"> <li>• Maintain monitoring and reporting arrangements</li> <li>• Provide support and briefings as required to managers in effectively managing staff sickness absence</li> </ul>	<ul style="list-style-type: none"> <li>• Maintain monitoring and reporting arrangements</li> <li>• Provide support and briefings as required to managers in effectively managing staff sickness absence</li> </ul>	<ul style="list-style-type: none"> <li>• Maintaining sickness absence levels at an average of 8 working days per Full Time Equivalent and below</li> </ul>	Organisational Development / HRD Business Partners
Support organisational change initiatives	<ul style="list-style-type: none"> <li>• Support is provided to the Better Deal for Residents programme in order to achieve successful change</li> <li>• Improved staff engagement approaches are adopted so that all staff feel able to freely contribute views and opinions on potential areas of change and their implementation</li> <li>• The CREATE values are embedded in all change management processes</li> </ul>	<ul style="list-style-type: none"> <li>• Support is provided in implementing the people aspects of the Transport and Parking review so that staff are encouraged to use alternative modes of transport to work</li> <li>•</li> </ul>	<ul style="list-style-type: none"> <li>• Successful achievement of change according to the measures identified in the scope of each project</li> </ul>	HRD Business Partners – support to change initiatives / Organisational Development – changes to policy, corporate initiatives and staff engagement approaches

**Image - Right way triangle**

**Key objective:** To enable changes in ways of working to achieve efficient services. This includes the introduction of new technology and remote and mobile working.

Action	Milestones for 2010/11	Milestones for 2011/12	Success measures	Action owner
<p>To enable changes in ways of working to achieve efficient services. This includes the introduction of new technology and remote and mobile working.</p>	<ul style="list-style-type: none"> <li>Support is provided to the people aspects of further extending remote and mobile Working to support future changes to the council's property portfolio and achieve improved work/life balance for staff</li> </ul>	<ul style="list-style-type: none"> <li>Employment contracts support the new ways of working required by the Better Deal for Residents programme</li> </ul>	<ul style="list-style-type: none"> <li>Remote and mobile working and employment contracts effectively implemented</li> </ul>	<p>Organisational Development</p>

**Image – Right culture triangle**

**Key objectives:**

- To work closely with partner organisations on workforce issues, recognising the increasingly joint approach to service delivery
- To further embed the CREATE values

<b>Action</b>	<b>Milestones for 2010/11</b>	<b>Milestones for 2011/12</b>	<b>Success measures</b>	<b>Action owner</b>
Support Directorates in embedding the CREATE values to achieve effective culture change	<ul style="list-style-type: none"> <li>• Develop Best Practice guidance for Directorates on embedding the CREATE values</li> </ul>		<ul style="list-style-type: none"> <li>• Increased proportion of staff recognise and understand the values</li> </ul>	Organisational Development
Achieve agreement on the CREATE values forming the basis of current and future partnership working	<ul style="list-style-type: none"> <li>• Achieve agreement on the CREATE values forming the basis of current and future partnership working</li> </ul>		<ul style="list-style-type: none"> <li>• Agreement reached</li> </ul>	Organisational Development / Procurement / Directorate leads

**How we will monitor progress:**

1. Progress against the actions identified below will be reviewed on a quarterly basis by the Council Workforce Strategy Group which includes senior representatives of all Directorates
2. Development and implementation of the Strategy for People is a key project in the Council's Improvement Programme and will be reviewed monthly
3. Success measures will be monitored on an annual basis, e.g. by monitoring the views of staff in the Staff Survey
4. Key projects will be discussed with trade unions and self-organised groups at the Corporate Joint Committee and the sub-group of the Corporate Equalities Group
5. Performance measures will be developed to enable a quantification of progress