

**REPORT FOR: PERFORMANCE & FINANCE  
SCRUTINY SUB-  
COMMITTEE**

---

**Date of Meeting:** 25 March 2010

**Subject:** **INFORMATION REPORT – Strategy  
for People 2010-2012**

**Responsible Officer:** Jon Turner, Divisional Director of Human  
Resources & Development

**Exempt:** No

**Enclosures:** Strategy for People 2010-2012

## **Section 1 – Summary**

This report presents the draft Strategy for People 2010–12 which is being considered for adoption by Cabinet on 18 March 2010. It will be '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.

**FOR INFORMATION**

## **Section 2 – Report**

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.

## Performance Issues

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

Indicator	2009/10 Target	Performance	London Council Average
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.

### **Section 3 – Further Information**

None

### **Section 4 – Financial Implications**

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

### **Section 5 – 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 6 - Contact Details and Background Papers**

**Contact:** Lesley Clarke, HRD Strategy Manager, 0208 420 9309

**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)