

Organisational Development

Harrow HR Strategy

Project Outline and Initiation Document

Revision history

Document ID/version	Status	Date	Reason for issue	Author
1	draft	14/5/03	Initial draft for consultation with sponsor, Portfolioholder and project team	Jon Turner
2	draft	22/5/03	Approval by CMT	Jon Turner
3	draft	28/5/03	Approval by PHB	Jon Turner

Project Title: Harrow HR Strategy

Sponsor: Jill Rothwell

Context

- The project proposes to develop an HR Strategy for Harrow Council.
- The need to develop an HR Strategy has been identified through the IDeA and CPA reviews and has been agreed as a priority in the draft IDeA / CPA Action Plan

Links to Corporate/ Departmental/ service priorities

- The HR Strategy will be a statement of how the Council will manage and develop its staff to deliver the corporate vision and priorities. The development of the HR strategy therefore links directly to the achievement of the Council's corporate strategic priorities.
- The New Harrow Project aims to improve the way in which we deliver services to the community. The Council employs in excess of 5,600 staff, all of whom are engaged in delivering services to the community. The Council's HR strategy is therefore key to the success of the NHP.
- The need to develop an HR Strategy has been identified through the IDeA and CPA reviews and has been agreed as a priority in the draft IDeA / CPA Action Plan.

Aims and Objectives

The project will aim to develop an HR Strategy, which clearly states the Council's people management learning and development objectives and demonstrates the links to the Council's vision and corporate objectives.

Measures of success:

- Strategy agreed by stakeholders
- Action plan developed and agreed by stakeholders
- Strategy and action plan meets requirements of Race Equality Scheme & Equality Standard for Local Gov't.
- Strategy and action plan endorsed by external inspections

Scope

The project will develop a corporate HR strategy creating a framework for all people management and development actions for the next 5 years and enabling the implementation of the New Harrow Project. The HR strategy will cover key areas such as:

- Organisational behaviour / Culture (Engaging the workforce)
- Change Management
- Performance Management
- Motivation
- Diversity and Equality of Opportunity
- Pay, Recognition & Remuneration (Reward)
- Recruitment & Retention / Workforce Planning / Career Development
- Flexible / Customer Focused Working Arrangements
- Learning & Development
- Attendance and Absence management
- Communications
- Employee and Workforce Relations
- 'e' HR and 'e' government
- Exit arrangements (Redundancy, Early Retirement)
- Health Safety & Welfare

The project will enable the development of an action plan with 'SMART' objectives and targets.

Consultation

Key stakeholders who will be consulted in the development of the strategy include:

- External Partners e.g. PCT, HCRE, HAD, Age Concern, Women's Centre, Learning & Skills Council
- Internal Partners e.g. Schools, Unison, HTCC, Black Workers and Disabled Workers Groups.
- Elected members with HR remit e.g. members of ECF, Appeals Panel and GPLC, portfolio holders and lead members for HR
- Senior Managers, HR Managers and staff

Approvals to be sought:

Executive Director (Organisational Development) CMT and Cabinet.

Start and end dates or estimate of time-scale

To meet the requirements of the IDeA /CPA Action Plan the project should be completed by September 2003 (approx. 4 months). In order to enable full and meaningful consultation the project cannot be completed until January 2004 however, a draft Strategy will be available by the end of September 2003

Specific critical dates:

- Project Outline to be approved by CMT on 28 May 03
- Stakeholders workshops to be held by 31 July 03
- Draft Strategy to be developed by 29 August 03
- Stakeholder consultation to be completed by 26 September 03
- Final Strategy to be completed by 17 October 03
- Strategy to be approved by Cabinet on 13 January 04

Reporting arrangements:

- Report on Project Outline to CMT on 28 May 03
- Report on project progress to Jill Rothwell monthly
- Report on Project Outline and progress to ECF on 8 July 03
- First draft Strategy to CMT on 24 September 03
- Final draft Strategy to CMT on 26 November 03
- Final report to Cabinet on 13 January 04

Monitoring mechanism

Monitoring through project team, project sponsor, CMT and ECF

Evaluation and Review:

- Approval by Cabinet
- External inspection – Audit Commission to undertake a review of the HR function in 2004

Project Costs

Staffing costs are approximate at this stage, but include on costs.

Project leader: Jon Turner, Interim Head of Personnel - £2500

Project team members:

- Lesley Clarke, Temp Personnel Manager - £5000
- Maggie Rees, Training & Development Manager - £1500
- Up to 3 others team members - It is not possible to estimate costs of other project team members until they have been identified but estimates of up to 5 days work over the period would be realistic for other team members

Other project resources:

- | | |
|--|----------------|
| ▪ Consultation workshops | £1000 estimate |
| ▪ Printing, publishing and distribution of HR Strategy | £8000 estimate |
| ▪ Launch event | £5000 estimate |

Assumptions and Constraints

Assumptions:

- Key overarching strategies e.g. community strategy and corporate vision and values (key priority 2) will be completed in time to enable them to be incorporated in the HR Strategy.
- The action plans developed to deliver the HR Strategy will identify the resources required to achieve the objectives.
- Senior managers will ensure Directorates take the necessary action to enable implementation of the Strategy and associated action plans.

Constraints:

- The timescales for completion of the project are tight and there is little flexibility in the project timetable.
- There is no specific budget provision for this project, or any issues that emerge from the project. Limited additional staff resources will be funded from vacancies, other resources will need to be re-allocated, which will require senior management support.

Project Timetable

Please see attached outline task list

Completed by	Date
Approved by	Date

Outline Task List**Finish Dates**

Outline Task List	Finish Dates
Overall project management	
Establish project group, define tasks and roles	06.06.03
Establish working methods for the group	06.06.03
Agree targets and milestones	06.06.03
Agree schedule of work	06.06.03
Monitor progress	31.01.04
Evaluate results	28.02.04
Development of the strategy	
Review over-arching strategies	06.06.03
HR management workshop	16.06.03
Stakeholder workshops	T.B.A.
HR staff meetings	11.07.03
Identify key elements of strategy	31.07.03
Draft strategy and action plan	29.08.03
Consult with stakeholders	01.09.03
Final draft	21.11.03
Reporting and approval	
CMT Project Outline	28.05.03
PHB Project Outline	03.06.03
ECF Project Outline & Progress	08.07.03
CMT 1 st draft	22.10.03
CMT final draft	26.11.03
PHB final draft	02.12.03
Cabinet	13.01.04
Implementation	
Print HR Strategy and Summary leaflet	31.01.04
Launch Strategy and Action Plan	28.02.04
Distribute Strategy to key stakeholders	28.02.04
Distribute Summary leaflet to all staff	28.02.04
Publish Strategy on website & intranet	28.02.04

