

Meeting:	Performance and Finance
Date:	29 April 2008
Subject:	By exception: Officers' report on performance in Human Resources & Development
Key Decision: (Executive-side only)	No
Responsible Officer:	Jon Turner, Divisional Director, Human Resources & Development
Portfolio Holder:	Cllr Paul Osborn, Portfolio Holder for Strategy & Business Support
Exempt:	No
Enclosures:	None

SECTION 1 – SUMMARY AND RECOMMENDATIONS

This report sets out key points in relation to performance issues in the Human Resources & Development area.

RECOMMENDATIONS:

- a) That the report, and the proposals for improvement, be noted.
- b) That the Sub-Committee make any additional recommendations for improvement they think fit.
- c) That the Sub-Committee decide whether further action on this topic be required, subject to the options set out in "main options" in the body of the report.

SECTION 2 - REPORT

Background

In July 2007 members agreed that performance issues would be considered by the sub-committee on a “by exception” basis. The specific criteria for the “by exception” items at committee having been agreed, it was concluded that for the sub-committee to function most effectively key information should be raised and discussed at committee – focusing directly on improvement – and that the reports being despatched to committee should reflect this commitment.

As such this report contains a number of answers, provided by officers, to a set of questions that are identical to those asked for all other “by exception” issues brought up at committee, the intention being that the same quality of information be made available to members on all topics, without the presumption being placed upon officers to provide a great deal of onerous written documentation.

Current situation

This report is being provided to give members an insight into performance issues identified by the Chairman and Vice-Chairman at a recent meeting.

This report presents officers’ responses to a standard set of questions relating to the issue under discussion.

Why a change is needed

In performance terms, it has been established that this issue meets the “by exception” criteria established by Performance and Finance to govern which issues are considered by the Sub-Committee. As such, there is a significant need established for improvement.

Main options

Findings and recommendations pertaining to this issue will be discussed at committee. Members may:

1. Make comments and recommendations as appropriate, and decide to escalate the issue to Overview and Scrutiny, for that committee to commission work on the subject.
2. Make comments and recommendations as appropriate, and resolve to consider the item again only insofar as it meets the “by exception” criteria in the future.
3. As above, but request that performance information on this issue be – where possible – be made available monthly to permit the Chairman and Vice-Chairman to monitor this matter closely.

The option to request that another report to be made available to the next meeting of the sub-committee will not be available, as performance issues are only escalated to this body if they meet the “by exception” criteria on each occasion the committee comes to consider the relevant item.

Other options considered

Not applicable

Recommendation: - that the improvement information presented below be considered by members of the sub-committee, for recommendations to be made and, if necessary, for issues to be escalated to Overview and Scrutiny Committee for their consideration.

Considerations:

Resources, costs and risks: These are identified within the Officer comments

Staffing/workforce: These are identified within the Officer comments

Equalities impact: none specific

Legal comments: none

Community safety: none

Financial Implications: These are identified within the Officer comments

Performance Issues: These projects relate to improving individual and organisational performance through improved organisational people management arrangements and as such will impact on a range of service and corporate performance indicators.

CORPORATE IMPROVEMENT PROGRAMME	
IP11 M. Develop and implement a contribution based pay structure	
Issue	Officer comment
How will performance be improved? Is an improvement plan a) in place and b) being followed?	<p>This project formed part of the 2008/09 bid for funding from Capital Ambition but was declined, following which a report was presented to CSB in March, which included an outline proposal to implement a scheme from April 2009.</p> <p>CSB agreed that this be developed as part of a wider programme to make Harrow an Employer of Choice. This programme is currently in development and will be the subject of a further report to CSB in May/June 2008.</p>

What resources are being put in place to deliver these improvements?	HRD is currently developing the Employer of Choice programme which will include an outline resource plan.
How, if at all, will other PIs or services be affected – positively or negatively – either by this performance, or by any redirection of resources to alter this performance?	Linking pay to employee contribution is designed to improve individual and organisational performance.
How are residents and service users impacted?	Through improved organisational performance.
How will the success of the improvement plan be monitored?	Progress will be monitored through Improvement Boards
How are the service / council's finances affected by this performance issue and by the steps put in place to improve performance?	Linking pay to employee contribution will impact on the paybill for individual services and the Council. The design and management of the scheme is therefore critical to controlling the financial impact.
What impact will there be on partners (statutory and otherwise)?	Through improved organisational performance.

IP11 P. Develop and implement a core competency framework	
Issue	Officer comment
How will performance be improved? Is an improvement plan a) in place and b) being followed?	<p>Much of this work has been done and is the framework is currently in draft form awaiting confirmation of the new corporate values.</p> <p>The delay enables the Council to align core competencies with the new corporate values creating a more coherent and sustainable performance management framework supporting cultural change</p> <p>We expect to test the framework as</p>

	part of the IPAD review round in October 08, training staff in preparation for the full implementation in April 2009.
What resources are being put in place to deliver these improvements?	Initial work was supported by IPF Consultants. HRD staff will complete the work
How, if at all, will other PIs or services be affected – positively or negatively – either by this performance, or by any redirection of resources to alter this performance?	No direct impact however the core competency framework will reinforce the values and positive behaviours that support cultural change and improve performance.
How are residents and service users impacted?	No direct impact however the core competency framework will reinforce the values and positive behaviours that support cultural change and improve performance.
How will the success of the improvement plan be monitored?	Progress is monitored through Improvement Boards
How are the service / council's finances affected by this performance issue and by the steps put in place to improve performance?	No direct impact
What impact will there be on partners (statutory and otherwise)?	No direct impact however the core competency framework will reinforce the values and positive behaviours that support cultural change and improve performance

IP 11 T. Phase 2 – IIP review of all other corporate directorates	
Issue	Officer comment
How will performance be improved? Is an improvement plan a) in place and b) being followed?	Phase 1 of this project was to retain liP status within the SBS Directorate, which has been achieved.

	<p>Phase 2 – Corporate (whole Council) accreditation using the IIP building block approach requires each Directorate to gain accreditation. Diagnostic work to support IIP has been undertaken with the Finance Directorate which is targeting assessment for January 2009. Other Directorates have not yet set a target date.</p>
<p>What resources are being put in place to deliver these improvements?</p>	<p>Directorate Workforce Strategy Groups supported by HRD staff. IIP consultancy support can also be bought in if required.</p>
<p>How, if at all, will other PIs or services be affected – positively or negatively – either by this performance, or by any redirection of resources to alter this performance?</p>	<p>No direct impact however attaining IIP status indicates effective people management processes are in place which has a positive impact on individual and organisational performance.</p>
<p>How are residents and service users impacted?</p>	<p>No direct impact however attaining IIP status indicates effective people management processes are in place which has a positive impact on individual and organisational performance.</p>
<p>How will the success of the improvement plan be monitored?</p>	<p>Progress is monitored through Improvement Boards</p>
<p>How are the service / council's finances affected by this performance issue and by the steps put in place to improve performance?</p>	<p>Each Directorate will need to assess the resources it needs to deploy to achieve the IIP standard and will have to fund assessment costs of up to £5k.</p>
<p>What impact will there be on partners (statutory and otherwise)?</p>	<p>No direct impact however attaining IIP status indicates effective people management processes are in place which has a positive impact on individual and organisational performance.</p>

SECTION 3 - STATUTORY OFFICER CLEARANCE

Name: Jennifer Hydari	<input checked="" type="checkbox"/>	on behalf of the Chief Financial Officer
Date: 21 April 2008		
Name: Helen White	<input checked="" type="checkbox"/>	on behalf of the Monitoring Officer
Date: 21 April 2008		

SECTION 4 - CONTACT DETAILS AND BACKGROUND PAPERS

Contact: Jon Turner, Divisional Director Human Resources & Development
020 8424 1225 jon.turner@harrow.gov.uk

Background Papers: Corporate Health Improvement Board Reports

IF APPROPRIATE, does the report include the following considerations?

1.	Consultation	NO
2.	Corporate Priorities	YES
3.	Manifesto Pledge Reference Number	