

Meeting:	Performance and Finance
Date:	15 July 2008
Subject:	Workforce development projects in the Council's Improvement Programme
Key Decision: (Executive-side only)	No
Responsible Officer:	Jon Turner, Divisional Director, Human Resources & Development
Portfolio Holder:	Cllr Paul Osborn, Portfolio Holder for Performance Communication and Corporate Services
Exempt:	No
Enclosures:	None

## **SECTION 1 – SUMMARY AND RECOMMENDATIONS**

This report updates the sub-committee on the workforce development projects in the Council's Improvement Programme following the report to the sub-committee on 29 April 2008.

### **RECOMMENDATIONS:**

- a) That the report and the progress with the projects be noted.

## SECTION 2 - REPORT

### Background

On 29 April 2008 members received a report on a “by exception” basis in relation to performance issues identified by the Chairman and Vice-Chairman in the Human Resources and Development area. At that meeting Members requested that the Divisional Director of Human Resources and Development provide a further report on workforce development. This report updates the sub-committee on the workforce development projects in the Council’s Improvement Programme.

**Recommendation:** - That the report and the progress with the projects be noted.

### Considerations:

Resources, costs and risks: These are identified within the Officer comments and the report to Cabinet on the Council’s Improvement Programme..

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: The projects relate to improving individual and organisational performance through improved workforce development and as such will impact on a range of service and corporate performance indicators.

### Council Improvement Programme

At its meeting on 19 June 2008, Cabinet agreed the Council’s Improvement Programme which has at its core a number of projects relating to human resources and development. Set out below are project summaries, including key milestones and completion dates, for those projects relating to improving workforce development:

### Management development

Project sponsor: Jon Turner
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Project manager: Samantha Whittick
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Project objective: To enable managers to be as effective as possible in fulfilling their roles and responsibilities

Date by which the project will be concluded: June 2009

First milestone and date by which it will be achieved: Conclude the pilot of the middle managers' development programme – September 2008 – **ON TRACK**

Second milestone and date by which it will be achieved: Commence roll out of the agreed middle managers' development programme, incorporating regular evaluation and review – October 2008 – **ON TRACK**

Third milestone and date by which it will be achieved: Commence roll out of the first line managers' development programme, incorporating regular evaluation and review – April 2009 - **NOT COMMENCED**

Fourth milestone and date by which it will be achieved: Review leadership development activities to date for Cabinet and Corporate Strategy Board and develop and launch the next phase of the programme, subject to agreement to resources – June 2009 - **NOT COMMENCED**

### **Workforce development**

Project sponsor: Jon Turner

Project manager: Lesley Clarke

Project objective: To ensure the council has a workforce appropriate to its needs both now and in the future

Date by which the project will be concluded: December 2009

First milestone and date by which it will be achieved: Provide data and support to enable Directorate Workforce Strategy Groups to conclude analysis of workforce profiles and identify key issues to be addressed - December 2008 – **ON TRACK**

Second milestone and date by which it will be achieved: Provide data and support to enable Directorate Workforce Strategy Groups to conclude mapping of the council's skill shortages and identify key issues to be addressed - June 2009 - **NOT COMMENCED**

Third milestone and date by which it will be achieved: Provide data and support to enable Directorate Workforce Strategy Groups to develop and commence implementation of action plans responding to the analysis of workforce profiles and skills shortages – July 2009 - **NOT COMMENCED**

Fourth milestone and date by which it will be achieved: Launch a council-wide workforce development plan and career-planning programme - December 2009 - **NOT COMMENCED**

### **Improving learning and development**

Project sponsor: Jon Turner

Project manager: Ken Howgill

Project objective: To ensure the council maximises learning and development opportunities and the benefits gleaned from them

Date by which the project will be concluded: October 2009

First milestone and date by which it will be achieved: Commence the implementation of new evaluation systems for learning and development activity - October 2008 – **ON TRACK**

Second milestone and date by which it will be achieved: Conclude the review of council spend on learning and development activities – June 2009 – **ON TRACK**

Third milestone and date by which it will be achieved: Implement a new procurement framework for learning and development activity - June 2009 – **ON TRACK**

Fourth milestone and date by which it will be achieved: Establish a framework for the learning and development of all council staff – October 2009 - **NOT COMMENCED**

### Programme Monitoring

Programme management is supported by the Improvement Programme Team. Progress against the programme is monitored at monthly meetings with the Chief Executive, the first of which is scheduled for 10 July 2008 and will be regularly reported to members through Cabinet, Portfolio Holders and close involvement of the Overview and Scrutiny Committee.

### SECTION 3 - STATUTORY OFFICER CLEARANCE

Name: Steve Tingle	<input checked="" type="checkbox"/>	on behalf of the* Chief Financial Officer
Date: 03/07/2008		
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Name: Jessica Farmer	<input checked="" type="checkbox"/>	on behalf of the* Monitoring Officer
Date: 04/07/2008		
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### SECTION 4 - CONTACT DETAILS AND BACKGROUND PAPERS

**Contact:** Jon Turner, Divisional Director Human Resources & Development  
020 8424 1225 [jon.turner@harrow.gov.uk](mailto:jon.turner@harrow.gov.uk)

#### **Background Papers:**

- Performance & Finance Report 29 April 2008 – By exception: Officers report on performance in Human Resources & Development
- Cabinet Report 19 June 2008 – Council Improvement Programme

**IF APPROPRIATE, does the report include the following considerations?**

1.	Consultation	NO
2.	Corporate Priorities	YES