

EAST HERTS COUNCIL

LOCAL JOINT PANEL– 17 SEPTEMBER 2008

REPORT BY SECRETARY TO THE EMPLOYER'S SIDE

6(B) MANAGEMENT DEVELOPMENT PROGRAMME

“D” RECOMMENDATION – that the draft contents of the Management Development programme be noted

1.0 Purpose/Summary of Report

1.1 This report details the Management Development Programme

2.0 Contribution to the Council's Corporate Objectives

2.1 Fit for purpose, services fit for you.

3.0 Background

3.1 East Herts has gone through and continues to go through a period of significant change, both in terms of business operations but also in its requirements and expectations of its managers and employees.

3.2 To aid the Council in realising its goals and delivering its priorities there is a need to review the skills that our employees require, the behaviours our leaders/managers need and the approach we take to ensuring that we provide these skills and behaviours.

3.3 2007/08 was the launch of two cohorts of Excellence through Leadership Development programme. Nineteen Directors/Heads of Service completed the training including 5 rising stars. The aim of the programme was to develop Directors and Heads of Service as confident, competent managers and leaders, able to work as a team to bring about the change and improvement needed to make East Herts an excellent Council. Full evaluation of the programme is to be completed on 10 September 2008 and will contribute to the design of the Management Development programme 2008/09.

3.4 The development needed for middle managers was identified by the delegates on the Excellence through Leadership Development programme and the Investors in People assessment.

4.0 Report

- 4.1 The Middle Management Development programme aims to assist the change management process in East Herts Council and ensure middle managers have the knowledge, competence and confidence to manage their service effectively.
- 4.2 The programme has been designed on feedback received to date from the delegates on the Excellence through Leadership Development programme, Senior Management Group (SMG) and Corporate Management Team (CMT), learning and development needs identified through manager's Performance Development Review and supports the Investors in People action plan.
- 4.3 It is planned that the first programme (Appendix A pages 6.26 – 6.44)) will start in October 2008, the second in Jan 2009 and the third in April 2009. Each programme is based on 12 attending. There may be a requirement to run a fourth programme 2009/2010 with any remaining spaces taken by the next group of employees who would benefit from the training.
- 4.4 Heads of Service are currently in the process of identifying managers to attend the programme based on a set of agreed criteria. It has been agreed that the final list of delegates will be subject to collective agreement by Heads of Service to ensure consistency of approach and then signed off by CMT. It is also recommended that Heads of Service will advise HR on what programme their managers can attend based on individual and business need.

5.0 Consultation

- 5.1 Unison have seen the draft programme and comments are welcome.

6.0 Legal Implications

- 6.1 None

7.0 Financial Implications

- 7.1 As detailed in the report

8.0 Human Resource Implications

8.1 As detailed in the report

9.0 Risk Management Implications

9.1 None

Background Papers

None

Contact Officer: Emma Freeman – Head of People and Organisational Services

Report Author: Emma Freeman – Head of People and Organisational Services