Programme Definition Document (PDD)

Programme	People Strategy (P106)
Manager	Paula Maginnis, Assistant Director – Human Resources
Sponsor	Glen Chipp, Chief Executive
Corporate Plan link	Aim 3.b. Modernising Council Operations

Purpose: This document is a summary of the definition of the programme, in terms of why it is needed, what it must achieve, its governance arrangements and how it will be managed.

It will be used to inform the Transformation Programme Board's decision whether or not the programme should be established.

1. Purpose and objectives

The Corporate Plan 2015-2020 identifies the overall aim for the programme:
Aim 3 - To ensure that the Council adopts a modern approach to the delivery of its services and that they are efficient, effective and fit for purpose.

The objective of the People Strategy and work programme is to put interventions in place in order that the Council achieves its strategic goals, is able to meet future challenges, improve customer services and adapt to new ways of working.

2. Justification and business context

Public services are going through major changes in response to a range of issues including budgetary cuts, increased localisation, greater demands for service user engagement and control, increased public expectations and a mixed economy of service provision. Therefore, Councils of today have little in common with the big, hierarchical organisations of the past. They are now collaborators and place leaders, a mix of commissioning, commercial and cooperative councils

The Council want to reduce spending and increase income generation to keep Council Tax low and protect front line services.

In this context, it is essential that the Council considers what skills and attributes are required in its workforce along with appropriate structures, roles, leadership, culture and policies and processes to enable the Council to face the ongoing challenges and provide local services to the best of our abilities.

In addition, the Council will reduce its building footprint as part of the Corporate Plan aim to decrease costs. Staff will need to work flexibly, deal with ambiguity but continue to provide excellent customer service. The Council will be implementing a 7:10 desk:head ratio which will require the workforce to work in a different way. It is expected there will be smaller numbers of management and workforce.

3. Vision statement

The Council wants to have a workforce that is dynamic and flexible, able to cross boundaries, work collaboratively combining the ethos of public service with an understanding of commerciality. Our recruitment, pay and benefit package will attract, engage and retain the workforce needed for the future Council.

4. Success criteria

See appendix 1.

5. Outcomes and benefits

See appendix 1.

The detailed success criteria and benefit measures for the programme will be developed through the individual projects. These will be agreed through the Transformation Programme Board, through revisions to the Programme Definition Document (PDD) and the individual Project Initiation Documents (PIDs). However, overall anticipated principal financial and non-financial benefits are given below.

6. Principal financial benefits

The programme aims to achieve the following measurable benefits.

	Benefit description	Current value	Target value	Timing	Cashable savings	Non-cashable value	Benefit owner
B1.01	Reduced operational costs	£tbc	£tbc	Apr 2020	£tbc	-	Director of Resources

7. Principal non-financial benefits

The programme aims to achieve the following benefits which are non-financial.

	Benefit description	Current value	Target value	Timing	Benefit owner
B2.01	Reduced accommodation footprint – 7:10 desk to head ratio	10.5:10	7:10	Apr 2020	Director of Resources
B2.02	Increased customer satisfaction	TBC	TBC	Apr 2020	Assistant Director – Customer Services

8. Principal dis-benefits

The programme may have the following negative results.

	Dis-benefit description	Current value	Target value	Timing	Dis-benefit owner
B3.01	Reduced staff morale or satisfaction	TBC	TBC	Apr 2020	Assistant Director - HR

9. Blueprint summary

Streams

Stream 1 – Developing Our Leadership Capacity

Aims

a. The Council will have a smaller and consistent management structure across the Council which will have clear accountabilities, who are well trained, highly motivated and able to work with ambiguity and constant change.

b. The Council will implement a succession plan scheme.

Projects

(i) Establish a Common Operating Module
(ii) Implement a mandatory training programme for leaders and managers
(iii) Design a programme that identifies future leaders

Phase 1 - 2nd – 3rd Quarters 2017

Meet with a provider, draft a project brief for TPB agreement for Project (i)
Produce PID for Project (i) for TPB agreement
Start project work. Provider to make recommendations for TPB to consider.

Phase 2 - 4th Quarter 2017

Produce PID for Project (ii) for TPB agreement

Phase 3 1st – 2nd Quarters 2018

Review officer delegations and match to new structure
Produce corporate JDs/PS for agreement
Draft mandatory programme(s) for proposed management structures

Phase 4 3rd – 4th Quarters 2018

Prototype new management structure and amend JDs for any new recruitment.
Launch mandatory training programmes

Phase 5 1st Quarter 2019

Close and review projects (i) and (ii)
Produce PID for Project (iii) for TPB agreement

Stream 2 – Developing the Organisation

Aim

The Council will have a robust structure with a smaller workforce and successful approach to managing performance and projects, partnership working and contract management and the delivery of customer focussed services.

Projects

(i) Establish a Common Operation Model to reflect a customer centric approach
(ii) Implement the full range of ITrent Self Service capabilities
(iii)Develop a Culture Change Programme
(iv)Relaunch the organisation's Values and Behaviours

Phase 1- 2nd – 4th Quarters 2017

Produce PID for Project (i) for TPB agreement
Start restructure processes
Work with Braintree and Colchester to implement Phase 3 of ITrent implementation

Phase 2 – 1st Quarter 2018

Produce PID for Project (iii) for TPB agreement

Phase 3 - 2nd Quarter 2018

Staff participation groups regarding the Council's culture

Phase 4 – 3rd – 4th Quarters 2018

Produce PID for Projects (iv) for TPB agreement
Start to implement the new structure
Produce a plan of actions to relaunch the Council's Values & Behaviours

Stream 3 – Developing the Skills & Capacity of the Workforce

Aim

The Council will ensure our employees have the skills and competencies to adopt new ways of working, also to be dynamic and flexible with the ability to cross internal and external boundaries to work collaboratively.

Projects

(i)   Carry out a skills/future skills audit
(ii) Implement new corporate development programme – Skills for Change Programme
(iii) Implement mandatory development programmes

Phase 1- 3rd Quarter 2017

Produce PID for Project (i - iii) for TPB agreement

Phase 2 – 4th Quarter 2017

Carry out audits

Phase 3 – 1st Quarter 2018

Analyse skills information, design and launch 'Skills for Change Programme'

Phase 4 – 2nd – 3rd Quarters 2018

Design and launch corporate and mandatory programmes

Phase 5 – 4th – 1st Quarters 2018/19

Design and launch 'Skills for the Future Programme'

Work Stream 4 – Resourcing the Organisation

Aim

The Council will ensure our recruitment processes and documentation places no barriers for the appointment of well-trained/qualified, customer focussed candidates as efficiently as possible.

The Apprentice Levy will be used to develop our existing employees and attract, appoint and retain excellent apprentices to meet our public duties.

Projects

(i)   Develop a Recruitment and Retention Strategy
(ii) Undertake a fundamental review of our policies and procedures in conjunction with the development of ITrent
(iii) Appointment and development of external and internal apprentices

Phase 1 – 2nd Quarter 2017

Produce PID for Projects (i) and (ii) for TPB agreement
Set up a Project Group for Projects (i) and (ii)

Recruit Cohort 3 apprentices, a LGA national graduate and a Change 100 placement

Phase 2 – 3rd – 4th Quarters 2017

Develop Recruitment and Retention Strategy and review policies and procedures, making recommendations to Management Board.
Identify and appoint internal apprentices

Phase 3 – 1st – 2nd Quarters 2018

Implement the ITrent module along with new website, policies and procedures
Appoint 2 higher apprentices
Recruit Cohort 4 apprentices and a Change 100 placement
Establish competency based job descriptions

Phase 4 – 3rd – 4th Quarters 2018

Develop accountability/competency based job descriptions
Appoint internal apprentices

Phase 5 – 2019/20

Recruit Cohort 5, a national graduate, a Change 100 placement

Stream 5 – Pay and Benefits

Aim

The Council aims to ensure our salaries, benefits and terms and conditions are competitive so that we are able to attract and retain a skilled, customer focussed and flexible workforce.

Projects

(i)   Fundamental review of the Council's Job Evaluation Scheme
(ii) Fundamental review of the Council's pay model
(iii) Fundamental review of the Council's terms and conditions

Phase 1 – 3rd Quarter 2017

Produce PID for all Projects for TPB agreement

Phase 2 – 4th Quarter 2017 – 4th Quarter 2018

Develop new systems, pay line(s) review terms and conditions
Carryout consultation with the Trade Unions
Consult and inform staff as required

Phase 3 – 2019/20
Review and close project

10. Scope of change and exclusions

Outside the scope of the programme, although interdependent or closely connected are:
- Service Accommodation Programme [P160];
- Customer Service Programme [P001] – including P145 Customer Reception;
- ICT Strategy Programme [P109], to enable and support flexible and mobile working;
- Local Plan Programme [P115];
- Council Housebuilding Programme [P120];
- Post, Correspondence and Document Management [P043];
- Reprographics Service Review [P050] – shared reprographics service; and
- Shared Services [P108].

11. Programme management organisation, roles and responsibilities

For individual projects, their management is outlined in individual Project Initiation Documents.

The programme will be steered by the programme team, with support from subject matter experts on an 'as and when' basis, including ICT, HR, FM and Accountancy.

Role	Name	Responsibilities
Chief Executive	Glen Chipp	Programme Sponsor
Assistant Director – HR	Paula Maginnis	Programme Manager
Head of Transformation	David Bailey	Transformation Programme Link
Director of Resources	Bob Palmer	Programme Benefits Manager
HR Operations Manager	Wendy Stump	Project Manager
Learning & Development Manager	Julie Dixon	Project Manager
Others	To be confirmed through the PID process	Project Sponsors, Links or Managers

12. Governance arrangements

In line with the standard arrangements for the Transformation Programme, including:

- Transformation Programme Board and Programme Management Office;
- Risk Management Strategy;
- Communications Management Strategy;
- Benefits Management Strategy; and
- Quality Management Strategy.

Research used:

1. Nedham, C & Mangan, C (2014). The 21st Century Public Servant. Birmingham: University of Birmingham. https//21stcenturypublic servant.files.wordpress.com/2014/21-century-report-281014.pdf
2. Terry, L & Mansfield, C (2016). Outside the Box. The Council Workforce of Tomorrow. New Local Government Network (NLGN)
3. Solace (2013). Asking the right questions: The need for transformational and new contextual leadership skills for local authority Chief Executives
4. University of Birmingham Policy Commission (2011). 'When tomorrow comes': the future of local public services. Birmingham: University of Birmingham

13. Programme plan and tranche structure

See Appendix 2 - Tranche Plan.

14. Assumptions

Assumption that the localism agenda will not lead to significant changes to the authority's Common Operating Model in the medium term (next 10 years).

15. Capability

In general the programme will be managed within existing capacity and capability, however, specific capabilities may be in-sourced from outside the authority on a fixed-term basis.

The PMO will support the programme and provide key capabilities and capacity to key projects and deliverables. Training will be given to the officers acting as Project Managers and Project Sponsors.

16. Summary of key risks and issues

- HR capacity – HR is resourced to deal with business as usual. This work programme includes significant levels of work which could result in time slippage and/or not achieving the programme objects if not resourced adequately.
- Key staff leaving
- Issues with ITrent
- Accommodation Review
- Member decisions
- Employee relation issues/low staff morale
- Reduction in customer satisfaction

17. Programme approval

Role	Name / signature	Date	Version
Programme sponsor	Glen Chipp		
Programme manager	Paula Maginnis		

18. Version control

Version	Date	Author	Nature of / reason for change
5	18.06.2017	Paula Maginnis	Draft
6	21.07.2017	Paula Maginnis	Draft

19. Distribution

Role	Name	Date	Version
Stakeholders	Joint Cabinet/ Management Board	20.07.2017	5
Stakeholders	Leadership Team	27.07.2017	6