

**Project Initiation Document (PID)***Project number*

P106c

<i>Project</i>	Mandatory Leadership/ Management Development Programme
<i>Manager</i>	Julie Dixon, Learning and Development Manager, HR
<i>Sponsor</i>	Paula Maginnis, Assistant Director, Human Resources
<i>Corporate Plan 2015-20</i>	Aim 3b Modernising Council Operations

**Project purpose**

<i>Definition</i>	Launch a new 'Essential Skills' management and leadership development programme for all levels of manager, post implementation of new structure recommended for LGA report.
<i>Mandate</i>	People Strategy Programme Definition Document (PDD) agreed by Transformation Board and Cabinet. An outline of this project is contained within the PDD.
<i>Background information and impact assessment</i>	<p>The Local Government Association (LGA) has provided a proposal to undertake a structural review of our management structure using the Decision Making Accountability (DMA) tool.</p> <p>The review looked at management structures and decision making across the organisation and identified areas of compression or ineffective decision making arrangements.</p> <p>The Council is also implementing the Common Operating Model, to support the breaking down of internal boundaries and more effective delivery of services to our residents.</p> <p>Once a new structure has been agreed a new 'essential skills' development programme will need to be in place to ensure all managers are continually developed to fulfil the new roles, levels of accountability and new ways of working.</p> <p>The Council will need to build organisational resilience and develop new skills and commercial acumen in order to be effective.</p>
<i>Approach</i>	<ul style="list-style-type: none"> <li>▪ Link to the recent LGA DMA Report (and in particular the changes to delegation of authority)</li> <li>▪ Benchmarking of other organisation's management development programmes will take place including Aylesbury Vale DC, London Boroughs and Essex authorities</li> <li>▪ Research via reports such as 'The 21<sup>st</sup> Century Public Servant' by the Public Service Academy/ Economic &amp; Social Research Council. Also 'The Local State We're In' report by PWC'</li> <li>▪ Visit to Thurrock Council who have mapped their Leadership Development competencies to 'The 21<sup>st</sup> Century Public Servant' report.</li> </ul>
<i>Business case</i>	The People Strategy will assist the Council to reduce spending and increase income generation to keep Council Tax low and protect front line services. The Council has made the decision to reduce its building

	<p>footprint which will see staff working flexibly and the requirement to work in an uncertain environment whilst continuing to provide excellent customer services.</p> <p>The organisation will require an accountable and flexible management structure to meet these requirements.</p> <p>Managers/ Leaders will require new skills and behaviours to fulfil these changing roles within this new structure. Our current management training and development will not deliver this.</p>
<i>In scope</i>	<p>All management/ leadership training and development for new Management Roles (DMA Levels) including professional qualifications, such as Institute of Leadership &amp; Development, in house courses, external training, masterclasses, seminars and e learning.</p> <p>Also new Management apprenticeships under new Government Apprenticeship Levy.</p>
<i>Links to other plans, dependencies and constrains</i>	<ul style="list-style-type: none"> <li>▪ Common Operating Model for the organisation</li> <li>▪ LGA/DMA Report</li> <li>▪ Skills audit</li> <li>▪ Review of Job Evaluation Scheme</li> <li>▪ Review of Pay model</li> <li>▪ Current Mandatory training plan</li> <li>▪ Professional Education Scheme</li> <li>▪ Service Accommodation Review (P002)</li> </ul>
<i>Out of scope</i>	<p>Non-management training is covered by a separate PID.</p>
<i>Assumptions</i>	<ul style="list-style-type: none"> <li>• The programme will be supporting a major shift in culture which will be driven from the DMA, and in particular the changes to delegation of authority at the various tiers.</li> <li>• That training for all management roles will be mandatory (termed as 'Essential Skills').</li> <li>• The preferred option is affordable using financial resources already in place through the corporate training budget and Apprenticeship Levy budget.</li> <li>• Doing nothing is not an appropriate course of action as in order to make the necessary savings and continue to deliver services the Council will require different organisational structures, roles and skills.</li> <li>• A 'gold plated' approach with higher costs is not necessary as the Council's managers have a level of experience and current skillsets. The development programmes will update and develop new skills.</li> <li>• To ensure we get the best commercial option with training providers we will use a mix of providers who have been tested via Vine HR contracts, our own evaluation and inviting new providers to draft proposals.</li> </ul>

	<i>Benefit</i>	<i>Measure</i>
<i>Business benefits</i>	<p><i>Extracted from Appendix 1 of People Strategy: Outcomes &amp; Benefits;</i></p> <ul style="list-style-type: none"> <li>▪ Leaders and managers able to work with ambiguity and deal with future challenges</li> <li>▪ Increased management capacity</li> <li>▪ Reduced operating costs</li> <li>▪ Reduced time taken to reach decisions for residents and staff</li> <li>▪ Improved leadership and management</li> <li>▪ Increased attendance at corporate development events by senior managers</li> <li>▪ Increase number of staff identified as future leaders/ managers</li> </ul>	<p>Skills Audit will give a baseline for Skills improvement</p> <p>Qualification/ programme completion rates</p> <p>Manager's Survey</p>

### Equality Impact Assessment

Is this a new policy (or decision) or a change to an existing policy, practice or project?	Yes
Describe the main aims, objectives and purpose of the policy (or decision)	To ensure the Council's managers are developed and supported to perform in line with new roles and accountabilities
What outcome(s) are you hoping to achieve (ie decommissioning or commissioning a service)?	A new mandatory leadership/ management development programme in place.
Does or will the policy or decision affect: <ul style="list-style-type: none"> <li>• service users</li> <li>• employees</li> <li>• the wider community or groups of people, particularly where there are areas of known inequalities?</li> </ul>	Employees (Managers)
Will the policy or decision influence how organisations operate?	It will result in different organisational skills, competencies and culture
Will the policy or decision involve substantial changes in resources?	It may result in an additional investment in management/ leadership development
Is this policy or decision associated with any of the Council's other policies and how, if applicable, does the proposed policy support corporate outcomes?	The project is part of a programme of work to take forward the Council's People Strategy and linked outcomes in this programme.
What does the information tell you about those groups identified?	We will have information on the group post the new structure and skills audit.
Have you consulted or involved those groups that are likely to be affected by the policy or decision you want to implement? If so, what were their views and how have their views influenced your decision?	There will be a review of manager's current skills and qualifications via a Skills Audit & focus groups which will start in February 2018.

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If you have not consulted or engaged with communities that are likely to be affected by the policy or decision, give details about when you intend to carry out consultation or provide reasons for why you feel this is not necessary:	As above
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Use this section to assess any potential impact on equality groups based on what you now know.

Description of impact	Nature of impact Positive, neutral, adverse (explain why)	Extent of impact Low, medium, high (use L, M or H)
Age	<p>The new programmes will involve all current layers of management across the authority regardless of characteristic. The impact will not be known until the results of the proposed new structure and roles are in place.</p> <p><i>Further information to be attached once reports received/ analysed in HR.</i></p>	
Disability		
Gender		
Gender reassignment		
Marriage/civil partnership		
Pregnancy/maternity		
Race		
Religion/belief		
Sexual orientation		

Does the EqIA indicate that the policy or decision would have a medium or high adverse impact on one or more equality groups?	No <input checked="" type="checkbox"/>	See comment above
	Yes <input type="checkbox"/>	If 'YES', use the action plan to describe the adverse impacts and what mitigating actions you could put in place.

Action plan to address and monitor adverse impacts		
What are the potential adverse impacts?	What are the mitigating actions?	Date they will be achieved.
N/A at this stage		

**Project team**

Role	Name	Responsibilities
Head of Transformation	David Bailey	Project Transformation Link

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<i>Role</i>	<i>Name</i>	<i>Responsibilities</i>
Assistant Director - HR	Paula Maginnis	Project Sponsor
Learning & Development Manager	Julie Dixon	Project Lead
Admin Support	TBC – this has been highlighted as a risk and is being taken forward by AD HR	Project Admin

## ***Project plan***

### **Key deliverables, milestones and acceptance criteria**

<i>Key deliverable</i>	<i>Start date</i>	<i>End date</i>	<i>Lead officer</i>	<i>Acceptance criteria</i>
Research via documents and visits/ phonecalls to Aylesbury, Braintree, Thurrock, LBWF	Jan 18	April 18	JD	Visits/ Meetings completed
PID Agreed	Feb 18	Jan 18	JD	PID agreed
Communication & Engagement with Leadership Team & Managers/ Staff	Jan 18	Mar 18	JD	Via Leadership Team briefing, Manager's Conference and District Lines
Skills Audit & focus group	Feb 18	Mar 18	JD	Audit & Report Complete
Draft mandatory development programmes	April 18	July 18	JD	Programme designed
Discussions/ Procurement with Providers	April 18	July 18	JD	Procurement or Proposals completed
Build mandatory programmes with providers	Sept 18	Nov 18	JD	Programme built
Launch new programmes	Jan 19		JD	Managers booked on appropriate training/ development
Evaluate first programmes	19/20		JD	Evaluation report completed
Close and Review PID	19/20		JD	PID Evaluation completed
New PID for Future Leaders Programme	19/20		JD	PID completed

## ***Headline plan***

2018/2019

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	Aug	Sept	Oct	Nov	Dec	Jan	Feb	Mar	Apr	May	June	July	Aug	Sept	Oct	Nov	Dec	Jan
Research						▷	▷	▷	▶									
PID Agreed						▷												
Communication						▷	▷	▶										
Draft & Build									▷	▷	▷	▶						
Launch																		▷
Evaluation																		▷

Key: ▷ = activity period, ▶ = completion / key deadline

**Budget plan**

Period	2017-2018	2018-2019	Comments
Revenue			
Capital	£10,000 £10,000	£10,000 £10,000	From Corporate Training From Apprenticeship Levy
Savings			
Totals	£20,000	£20,000	

**Communication management strategy**

Stakeholder	Needs	Communications
Managers	Engagement & Information	Focus Groups/ Facilitated sessions
Staff	Information	Staff Briefing District Lines
Leadership Team	Engagement & Information	Leadership Team – Feb 18
Members	n/a (update on overall People Strategy)	n/a
Training Providers	Information & Engagement; Training needs and programme requirements	Procurement Brief

**Risk log**

Description	Likelihood	Impact	Score	Control measures
Programme delayed	M	M	6	Adequate resources allocated to L&D
Costs go over budget	L	L	4	Budgets monitored monthly
Training does not meet needs	L	L	4	Quality control meetings with providers

**Project approval**

<i>Role</i>	<i>Name / signature</i>	<i>Date</i>	<i>Version</i>
Project Manager			1.0
Project Sponsor			1.0

**Version control**

<i>Version</i>	<i>Date</i>	<i>Author</i>	<i>Nature of / reason for changes</i>

**Distribution**

<i>Role</i>	<i>Name</i>	<i>Date</i>	<i>Version</i>