

Project Initiation Document (PID)

Project number

P106a

<i>Project</i>	Developing the Skills & Capacity of the Workforce
<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>	Design and launch a 'Skills for Change' Programme that meets the organisation's current requirements. Also develop and launch a 'Future Skills' Programme including mandatory programmes.
<i>Mandate</i>	People Strategy Programme Definition Document agreed by Transformation Board and Cabinet.
<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 tool.</p> <p>The review will look at management structures and decision making across the organisation and identify areas of compression or ineffective decision making arrangements. The Council is also implementing the Common Operating Model to restructure how services are delivered.</p> <p>With this comparative scale of change staff will need new skills sets and attitudes to be able to be resilient in the short term. The DMA (and in particular the changes to delegation of authority) will mean staff being empowered and expected to make decisions and be accountable. Within the COM structure people will be expected to be flexible, innovative, collaborative and creative.</p> <p>Staff Corporate Development programmes need to drive and support this change in culture and subsequent skills gaps.</p>
<i>Approach</i>	<ul style="list-style-type: none"> ▪ Link to the recent LGA DMA Report ▪ Benchmarking of other organisation's programmes will take place including Aylesbury Vale DC, London Boroughs and Essex authorities ▪ Research via reports such as 'The 21st Century Public Servant' by the Public Service Academy/ Economic & Social Research Council. Also 'The Local State We're In' report by PWC'
<i>Business case</i>	<p>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 also made the decision to reduce its building 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 Council needs to build organisational resilience and develop new skills and commercial acumen. However we believe we are under-</p>

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	equipped in terms of current and future capabilities.	
<i>In scope</i>	All current corporate and specialist staff training and development activities.	
<i>Links to other plans, dependencies and constrains</i>	<ul style="list-style-type: none"> ▪ Common Operating Model for the organisation ▪ LGA/DMA Report ▪ Skills audit ▪ Mandatory training ▪ Succession Planning ▪ Professional Education Scheme 	
<i>Out of scope</i>		
<i>Assumptions</i>	<ul style="list-style-type: none"> • That the Skills for Change 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. • That there will be essential/ mandatory training for all roles. • That Directorate training budgets will be centralised to eliminate duplication and for visibility of Council wide training spend. 	
<i>Essential/ mandatory</i>	<i>Benefit</i>	<i>Measure</i>
<i>Business benefits</i>	<ul style="list-style-type: none"> • Increased understanding of the future skills requirements for the future • Increased number of staff attending training • Improved relevant skills across the Council 	<p>Skills Audit</p> <p>Staff engagement 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 increase staff skills and capacity
What outcome(s) are you hoping to achieve (ie decommissioning or commissioning a service)?	A new mandatory staff development programme in place to meet current and then future skills
Does or will the policy or decision affect: <ul style="list-style-type: none"> • service users • employees • the wider community or groups of people, particularly where there are areas of known inequalities? 	Employees
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 staff development
Is this policy or decision associated with any of the Council's other policies and how, if applicable, does	The project is part of a programme of work to take forward the Council's People Strategy

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the proposed policy support corporate outcomes?	
What does the information tell you about those groups identified?	We will have information on the group post the new structure.
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 an audit of staff current skills and qualifications.
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

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	The new programmes will involve all staff 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. <i>Further information to be attached once reports received/ analysed in HR.</i>	
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 x	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		
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Project team

<i>Role</i>	<i>Name</i>	<i>Responsibilities</i>
Assistant Director - HR	Paula Maginnis	Project Sponsor
Learning & Development Manager	Julie Dixon	Programme Lead
HR Officer	Beth Marshall	Project Support

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, Thurrock, relevant Essex & London Councils	Jan 18	March 18	JD	Visits/ Meetings completed
PID Agreed	Jan 18	Jan 18	JD	PID agreed
Communication to Leadership Team (& Managers/ Staff)	Feb 18	Mar 18	JD	Via Leadership Team briefing, Manager's Conference and District Lines
Skills Audit	Feb 18	Mar 18	JD/BM	Audi& report complete
Design & Implement 'Skills for Change' Programme	Feb 18	March 18	JD	Programme launched and bookings made
Build mandatory programmes	Jul 18	Aug 18	JD	Programme built
Discussions/ Procurement with Providers	Aug 18	Sept 18	JD	Procurement or Proposals completed
Launch new programmes	Sept 18	May 19	JD	Staff booked on appropriate training/ development
Evaluate first programmes	Oct 18	May 19	JD	Evaluation report completed
Develop Future Skills (FS) Programme inc Mandatory training	Oct 18	Dec 18	JD	Programme designed
Launch FS programme	19/20		JD	Programme launched and bookings made
Close and Review PID	19/20		JD	PID Evaluation completed

Headline plan

	2018/2019																	
	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	£30,000 £10,000	£30,000 £10,000	From Corporate Training From Apprenticeship Levy
Savings			
Totals	£40,000	£40,000	

Communication management strategy

Stakeholder	Needs	Communications
Staff	Information regarding what training/ development staff will be participating in, benefits, qualifications etc Mandatory Requirements	Staff Briefing District Lines Intranet
Leadership Team	Information regarding what training/ development staff will be participating in, benefits, qualifications etc Mandatory Requirements	Update at February's Leadership Team meeting
Members	Broad overview	Portfolio holder report
Training Providers	Training needs and programme requirements	Procurement Brief

Risk log

<i>Description</i>	<i>Likelihood</i>	<i>Impact</i>	<i>Score</i>	<i>Control measures</i>
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>