

Shaping a Brighter Future

Programme Outline

Project team and organisational requirements

The SBF programme will be delivered over the next 5 years, by a wide range of people within the organisation supported by a small external team providing expert advice and help.

The programme will be led by Neil Schneider, supported by a small project team and a Programme Board.

Programme Lead	Neil Schneider
Programme Board	Neil Schneider, Julie Danks, Jane Humphreys, Paul Dobson, Mel Nixon
SBF Project Team	<p>Neil Schneider (Chair and Defining the workforce and workplace culture team lead)</p> <p>Mel Nixon (Principal Advisor and Resource Network team lead)</p> <p>Recruitment and selection team lead</p> <p>Personal Development team lead</p> <p>Team Development team lead</p> <p>Talent identification and succession planning team lead</p> <p>Right people, right place team lead</p> <p>Partnership team lead</p> <p>Wellbeing and retention team lead</p> <p>Communication team lead</p> <p>Programme Manager</p>

The programme will be delivered through 8 teams:

1. Defining the culture of the organisation
2. Recruitment and Selection
3. Talent identification and succession planning
4. Personal development
5. Team development
6. Partnership
7. Right people, right place
8. Wellbeing and retention

These teams will be supported by 2 further teams

1. Resource Network
2. Communication

Once this outline plan has been agreed and teams have been put in place. Each team lead will take responsibility for developing a detailed project plan for their own area or work. These work plans will then be co-ordinated and supported through the project team and reported to the Programme Board on a regular basis.

1.	Defining the workforce and workplace culture
Overview	<p>The aim is to develop the current competency framework to ensure that we have a statement of organisational culture that meets our needs. The current Competency Framework was developed in 2009 and has formed the basis of recruitment, induction, appraisal, and learning and development programmes since then.</p> <p>The current framework is designed to inform the development of employees, regardless of their professional expertise or area of work. The framework identifies 6 competencies for all employees and then an additional 3 for middle and senior managers and a further 3 for senior managers:</p> <p>All Employees Communication Flexibility Making things happen Working together Learning and developing Putting customers first</p> <p>Middle Managers Working for the community Developing partnerships Operating within a political context</p> <p>Senior Managers Shaping the future Developing and promoting a shared vision Leading and facilitating change</p>
Project Lead	Neil Schneider
Project Team	TBC
Work Plan	<p>The team will ensure that we have a statement of workforce and workplace culture which is appropriate for where we are in 2014. The team will:</p> <p>Review the current framework and consider whether it still meets the needs of the organisation.</p> <p>Revisit the Organizational Culture Inventory (Building a resilient Culture) carried out in 2010 with Solace and consider whether there would be any merit in conducting an update of this evaluation to establish a baseline for SBF.</p> <p>Research alternative examples of best practice and models from other organisations.</p> <p>Involve employees in the development of an updated framework.</p> <p>Communicate and ensure the implementation of the updated framework.</p> <p>Review the revised framework in 2018/19 to ensure that the model is still fit for purpose</p>
Timeframe	<p>June – Dec 2014</p> <p>This work need to be completed in 2014 as it forms the basis of work in the other teams.</p>

	Follow up review towards the end of the programme in 2018/19
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2.	Recruitment and Selection
Overview	<p>The organisation currently uses a competency-based recruitment process for both internal and external recruitment. Recruitment is predominantly interview-based with some use of testing and presentations.</p> <p>The aim is to review the current approach and process and to ensure that it reflects the work done on defining the culture of the organisation, takes into account information relating to succession planning and specifically considers whether to introduce psychological assessment to provide information to be used as part of the selection process.</p>
Project Lead	TBC
Project Team	An employee team drawn from the Resource Network and external specialist input
Work Plan	<p>The team will ensure that we continue to operate a recruitment and selection process which offers equality of opportunity but which new strides in supporting our stated aim in our People Strategy to improve recruitment levels in under-represented groups. The team will:</p> <p>Review the current recruitment and selection process. Research alternative examples of best practice and models from other organisations. Involve employees in the development of a updated approach. Identify an appropriate psychological assessment tool to be incorporated into the process.</p>
Timeframe	June – April 2015

3	Talent Identification and Succession Planning
Overview	<p>The organisation currently relies in an informal approach to succession planning and talent identification and development. Career development plans are driven by individuals and supported through personal development via the appraisal process. The system largely relies on individuals to identify and pursue opportunities themselves.</p> <p>The aim of the workstream is to develop a more proactive and formal mechanism to support individuals and the organisation by “growing our own” talent. Increased reliance on internal recruitment and development provides an opportunity to offer greater career development for individuals. The workstream will also develop a more formalised approach to succession planning with the organisation.</p>
Project Lead	TBC
Project Team	An employee team drawn from the Resource Network and external specialist input
Work Plan	<p>The team will:</p> <p>Review how career development and succession planning currently operates within the organisation and assess whether it is fit for purpose.</p> <p>Research alternative examples of best practice and models from other organisations, including examples of formal career development and graduate development programmes.</p> <p>Involve employees in the development of an updated approach.</p> <p>Once adopted recruit individuals to the career development programme/pool.</p> <p>Establish formalised succession plans for each Service.</p>
Timeframe	2014-16

4.	Personal development
Overview	<p>The organisation currently encourages individuals to identify personal development plans through the Appraisal process. These personal development needs are then supported within individual teams by ensuring that individuals have access to the necessary development tools. Appraising managers and employees have a responsibility to ensure that these needs are identified and, where possible, met. Individual personal development plans typically cover both technical and behavioural development and a range of tools are available across the organisation to support this:</p> <p>The coaching pool Formal training and development courses Access to MBTI and 360 degree tools.</p> <p>The aim of this workstream is to ensure that more resource is made available to support the personal behavioural development of employees both in terms of wider availability and more in-depth psychological development support. The process for identifying and delivering support will also be improved. Improved personal development will lead to greater capability and therefore more capacity within the organisation.</p>
Project Lead	TBC
Project Team	An employee team drawn from the Resource Network and external specialist input
Work Plan	<p>The team will:</p> <p>Review the current support available in the organisation and make recommendations for further development. Provide training and guidance to managers to assist in the development of personal development plans for employees. Develop the “Headway” tool to provide psychological assessment in addition to the MBTI and 360 degree tools. Deliver individual coaching and development sessions, directive counselling, impact group sessions, resilience building sessions etc. Develop a method to identify and prioritise individuals who wish to carry out personal development work. Using information gathered from the appraisal process, from team development work, and from direct individual requests Deliver personal development support to all employees who wish to take part.</p> <p><i>(If every employee wished to carry out a personal development assessment this would require 50 assessments per month for the next 5 years. There is a commitment to provide a team who can support all identified need.)</i></p>
Timeframe	June 2014 – June 2019

5.	Team development
Overview	The aim of this workstream is to ensure that the teams within the organisation work as effectively as possible in order to provide greater capacity within the organisation.
Project Lead	TBC
Project Team	An employee team drawn from the Resource Network and external specialist input
Work Plan	<p>The team will work with CMT, EMT, STS, SGMs Corporate groups and teams within Services to support team development.</p> <p>The team will develop a method for identifying and prioritising work with teams. The team will look at membership, operation and health of teams. Intervention with teams may be short-term analysis and advice or longer term support and involvement.</p>
Timeframe	June 2014-June 2019

6.	Partnership
Overview	The aim of this workstream is to ensure that working relationships with key partner organisations are as effective as possible. Recognising the increasing challenges facing all public sector and VCS organisations, we want to ensure that partnership relationships are as productive and strong as possible. Initial discussions with Catalyst have been very positive and joint work with this partnership will be undertaken to help develop the work in this area.
Project Lead	TBC
Project Team	An employee team drawn from the Resource Network and external specialist input
Work Plan	The team will: Identify key partners to engage with to develop closer working relationships and understandings. Develop joint development and relationship building programmes with key partners.
Timeframe	2015

7.	Right people, right place
Overview	<p>The aim of the workstream is to ensure that the structures within the organisation are fit for purpose following the completion of the current programme of Service and Big Ticket reviews. The review of structures will also ensure that the work from the succession planning and talent identification workstream is reflected in the structures.</p> <p>This work will take place towards the end of the programme to ensure that Service and Big Ticket reviews have been completed.</p>
Project Lead	TBC
Project Team	An employee team drawn from the Resource Network and external specialist input
Work Plan	<p>The team will review the organisational structures within the organisation and carry out an organisation-wide review to ensure that they meet the needs of the organisation.</p> <p>Any structural changes will be carried out in line with current policies and schemes of delegation with appropriate consultation.</p>
Timeframe	2017 – timed to fit in with the development of proposals to meet the MTFP challenge following the current Service and Big Ticket reviews.

8.	Wellbeing and retention
Overview	<p>The organisation currently offers a package of Employee Support designed to support and retain employees:</p> <p>The Counselling Service Physiotherapy, Health and Wellbeing programmes Personal development programmes Flexitime scheme Flexible working Holiday purchase scheme Salary sacrifice schemes</p> <p>The aim of this workstream is to review the package of support available to consider whether it is fit for purpose. Note this workstream will not be considering remuneration and pension entitlement.</p>
Project Lead	TBC
Project Team	An employee team drawn from the Resource Network and external specialist input
Work Plan	<p>The team will review the current package of support and consider whether it is fit for purpose.</p> <p>Improve communication of the current package of support.</p> <p>Bench-mark the support against other Local Authorities, public and private sector organisations.</p> <p>Consult with employees to identify suggestions for improvement.</p>
Timeframe	2014/15

9.	Resource Network
Overview	The SBF programme requires a huge commitment in time and resource and aims to draw on the talents already in the organisation. The aim is to build a Resource Network to deliver the programme.
Project Lead	Mel Nixon
Project Team	An employee team drawn from the Resource Network and external specialist input
Work Plan	<p>The team will:</p> <p>Develop a set of criteria to use to recruit people to the Resource Network. The criteria will include such qualifications as:</p> <ul style="list-style-type: none"> - Subscription to the SBF culture - A demonstrable commitment to own personal development - Mentoring ability - Coaching ability - Psychology and psychotherapy skills - Technical expertise - Managerial expertise - Leadership experience <p>Recruit and maintain a team from across the organisation to meet the needs of the programme.</p> <p>Recruit and develop a team of SBF advocates who will talk about the programme in their own areas of work and will listen to colleagues to pick up feedback and ideas for the programme.</p> <p>Train and develop people in the Network. Using coaching and development sessions, high paced Impact Group sessions.</p> <p>Provide a “Contact Centre” for employees to call in and get support and development – providing access to literature, research material and people.</p>
Timeframe	2014-2019

10.	Communication
Overview	SBF must be well communicated to all employees. The intention is to provide information through a wide range of materials and also to dedicate the current (3x yearly) STS sessions to the programme.
Project Lead	TBC
Project Team	An employee team drawn from the Resource Network and external specialist input
Work Plan	<p>The team will</p> <p>Develop a communications plan using a range of electronic, print and briefing materials to maintain effective communication of the programme.</p> <p>Produce a programme of SBF sessions to replace the current STS sessions.</p> <p>Provide communications support to the other SBF teams.</p> <p>Facilitate impact sessions which will be open to everyone and offered at various locations and times across the organisation.</p>
Timeframe	2014-2019