

TRANSFORMATION PROGRAMME SUMMARY OF PROJECTS DELIVERING SAVINGS IN 2014/15

People and Organisation Development



I. Programme Summary

The People and Organisation Development (P&OD) programme will define and develop the capability required for our staff and accommodation infrastructure requirements to enable Plymouth.

City Council's vision of becoming a Brilliant Co-operating Council. This programme is made up of two projects the first being Accommodation and Infrastructure. This is an ongoing project to provide the right physical assets and workspaces for the council to be able to operate from in an efficient and economical way. The first element of this is the decant from the Civic Centre into a temporary accommodation. This element is already funded and approved by Cabinet and full Council. All subsequent capital projects will be proposed on a case by case basis. As such this project is not funded by Transformation and is not delivering any savings in 2014/15.

The Workforce Delivery Project is an enabling project which supports the other four programmes and redesigns the development of the organisation. As part of this redesign there will be an investment of £780K in FY 14/15, this is captured within other transformational investment costs, to increase specific operational capability within the authority and developing opportunities for staff to close the skills gap within the city.

I.1 Strategic Case

There are three broad drivers for the proposed changes:

1. Brilliant Co-operative Council vision needs to be translated into practice
2. PCC faces a funding gap of £65m
3. Insufficient integration across key areas (engagement, intelligence, decision making, strategy and planning, and policy implementation)

I.2 Aim

To define and deliver the workforce capability and accommodation infrastructure requirements which will enable Plymouth City Council to achieve its vision of becoming a Brilliant Co-operative Council.

2 Workforce Delivery Project Summary

2.1 Background

The Project will define and deliver the capability required for our staff which will enable Plymouth City Council to achieve its vision of becoming a Brilliant Co-operative Council. The vision for the People and Organisational Development programme is to provide the right people capacity with the right capability, knowledge, skills, competencies, deployed at the right time, in the right buildings, to become a brilliant co-operative council.

The Workforce Delivery Project will underpin this by:

Adopting principles of Systems Leadership which is focused on bringing together appropriate resources to address shared priorities for system improvement. To successfully adopt this approach, Plymouth City Council will need to ensure that staff has the appropriate capabilities to work with other partners and influence change through other models of delivery.

As part of the strategic principles captured within the Blueprint, is the desire for the future organisation to work more collaboratively than it does today and to leverage its economies of scale to drive cost efficiency within the organisation and share best practice. This programme will identify future behaviours required in the organisation to embed new ways of working to break down silos in the Council and externally.

2.2 Project Objective and Scope

- Redefinition of role descriptions to support the redesign of services, improved collaboration greater flexibility and the development of job families
- Identification and development of a job families approach within the organisation
- Ensure a reward, recognition system and Terms and Conditions that align with the organisations strategies and priorities
- Ensure key policies and guidelines support the transition and the future state organisation
- Ensure a people strategy that aligns with the needs of the transitioning organisation and the future state organisation
- Development of appropriate consultation material and methods to meet the scale of change
- Development and implementation of performance management arrangements and tools that align our people with the priorities and objectives of the transitioning organisation and future state
- Definition of the knowledge, skills and behavioural and technical competencies requirements for the future organisation and development of approaches for ensuring these support focussed cohesive people processes and tools
- Development and implementation of arrangements, processes and tools and the specification of requirements of programmes and interventions to improve and develop the knowledge, skills and competencies of the organisation and third party groups to meet current and future requirements
- Development and implementation of strategic workforce planning, succession and talent management arrangements, processes and tools to ensure the right people capacity and capability in the right place at the right time
- Delivery of flexible new ways of working
- Management of the transfer of workforce/assets out of the organisation into new delivery models
- Support the specification and delivery of ICT requirements to support the users of the products delivered by this programme
- Development of Leadership Development
- Support Members Development

2.2.1 Exclusions from scope

The following are specifically outside the scope of the project:

- Assessment of the current organisation to identify what the organisation is currently effective at and where there is scope for improvement

- Development of a high level organisation structure for 2017/18 and any interim states
- Development of approach to organisation transformation from current to future state
- Identification of functions which require co-location
- Development of a detailed organisation design (with FTE, reporting lines, locations and asset requirements) for 2017/18
- Development of a structure or the content of the roles.
- Development and delivery of any learning and development interventions
- Development of any succession and talent management programmes
- Short term management de-layering activity

2.3 Outline Project Deliverables and Benefits

The major deliverables and outcomes are:

- A lean and adaptable organisation which is adaptive to requirement changes and is able to flex accordingly
- An organisation which has clear responsibilities and accountabilities
- An organisation that is able to work from a flexible asset base that meets the needs of its customers and the services that it supports, and facilitates the desired organisational cultures and behaviours
- A confident and capable workforce with appropriate skills and knowledge to deliver organisation priorities and outcomes as set in the corporate plan
- An organisation that is able to work in a systemic and participative way but able to deal with the uncertainty of changing future requirements
- An organisation which recognises the need to support its partners and citizens to deliver cheaper access to services
- An organisation that demonstrates its values through its ways of working
- An organisation that delivers a self-improving culture and is aware of its decisions and actions have a consequential effect upon neighbouring partners
- An organisation which through its social responsibility prioritises prevention and safer stronger community focus where people are treated with respect and its employees are ambassadors for the city and the Council
- An organisation which is able to work in a flexible manner across its assets with its partners

2.4 Dependencies

Area	Dependency
HR	TU consultation Input into descriptions of “as is” Specialist HR, OD and L&D resources to support work stream delivery
Transformation programmes and projects	Requirements for relevant products being delivered by Workforce delivery
Business change team	Timings for need to use products being delivered by Workforce delivery and for need for support in using tools. (being collated on a timeline by Business Change)

	Need to understand the collective impact of projects and programmes on people.
Senior leaders	Requirements specification and co-design, as appropriate
Staff	Co-design, user testing
Partners	Co-design, user testing, as appropriate
Members	Requirements and co-design, as appropriate

2.5 Outline Business Case

2.5.1 Costs

Initial cost estimates are shown below.

Area	Resource Description
Estimated Costs <ul style="list-style-type: none"> ▪ Capital • Revenue • External Funding 	<ul style="list-style-type: none"> • Human investment costs: £420k

2.5.2 Benefits

The benefit of the investing £780K in FY 14/15 will produce much more flexible management structure and a more capable workforce able to meet future demands, increasing specific operational capability within the authority and developing opportunities for staff to close the skills gap within the city.