

**NEXUS PROJECT INITIATION DOCUMENT (PID)**

<b>Project Name:</b>	<b>Project Sponsor:</b>
Workforce Planning Project	Jenny Rowlands

**APPROVALS**

Name	Title	Role	Date
Jenny Rowlands	Chief Executive	Project Sponsor	
James Page	Leader of the Council	Cabinet lead for Nexus	

**Agreed tolerances (relating to deliverables, timeframe, financials, KPIs etc.)**

It is very difficult to estimate the staff time (and therefore cost) to be allocated to this project as much of it relates to best practice in employment so should become BAU immediately.

Some of the products (e.g. new products) will require Cabinet approval so this may affect timings and outcomes

**PURPOSE OF THIS DOCUMENT**

1. Obtain agreement from the Nexus Board to proceed with the project (subject to approval from Cabinet if required).
2. Act as a base document against which the Programme Board, Project Board and Project Manager can assess progress, issues and on-going viability of the project

The PID may be revised during the project lifetime using the Exception Report process, but the End of Project Review will assess performance against the version originally agreed by the Board.

**PROJECT FINANCIAL SUMMARY (£) – use the Resource Requirements Matrix to help you**

<b>Net capital expenditure on project (set-up cost)</b>	
<b>Net revenue expenditure on project (set-up cost)</b>	£25000
<b>Staff time (days) to deliver project</b>	120 days development then BAU (and some of the development will be BAU where reviews were due in any case.
<b>Projected overall annual ongoing cost / saving once the project is handed over (e.g. net ongoing cost – cost of running old scheme for replacement service; or net ongoing cost for completely new provision)</b>	Estimate £30000 for possible extra resource, but requirement to be established by project
<b>When will the first savings be realised (if applicable)?</b>	

<b>Comments on the financial summary (if applicable)</b>		
Please note, for example, if the figures are estimated. Please indicate any assumptions		
<b>Financial Details</b> - set-up and ongoing income and spending. "Set up" means during the project; "ongoing" means after the project is handed over to "business as usual." Give the likely one-off and continuing costs and receipts, and an indication of whether these estimates are fixed or liable to increase overtime. <b>Use the Resource Requirements Matrix to help you.</b>		
<b>Set-up costs</b> [e.g. <b>capital</b> - direct spending on, or grants to assist partners invest in, land, buildings, premises [and conversion costs], vehicles and equipment required; <b>revenue</b> – software, professional advice, consultancy, materials etc.]	A	£25000
<b>Set-up receipts</b> [e.g. government grants, grants and/or contributions from other organisations, capital receipts]	B	0
<b>Net Set-up Costs</b>	A-B=C	25000
<b>Ongoing Costs following handover</b> [for a full year] [e.g. staffing, building / vehicles / equipment running costs, administrative costs]	X	To be established by the project
<b>Ongoing Receipts following handover</b> [for a full year] [e.g. amounts generated by charging for services provided, ongoing grants from partners and/or other organisations]	Y	0
<b>Net Ongoing Costs / Savings</b> [for a full year]	X-Y=Z	Estimated £30000

<b>Sources of external funding / capital receipts to deliver project / cover ongoing costs</b>		
<b>Funding Source</b>	<b>Amount</b>	<b>Comments</b>
<b>Total</b>		

<b>HUMAN RESOURCES</b> List the estimated days required for this project. <b>Use the Resource Requirements Matrix to help you.</b>	
<b>Name / role</b>	<b>Days</b>
Project Sponsor	1.5
Project Manager	60
Professional / technical input from other departments - please specify	5 days comms, 3 days Finance, 3 days IT
Other members of the project team – please specify	50 – 60% of HR Team time as so much of this will become or

	<b>should already be BAU</b>
Other – please specify	

<b>Externally-sourced professional advice / consultants / contractors</b>	<b>Estimated cost</b> (include in Set Up Costs above)
<b>SEE</b>	<b>£5000</b>
<b>ACAS</b>	<b>May be free</b>
<b>Various in-house and external training providers</b>	<b>60000 already in training budget</b>

## PROJECT SCOPE

<b>The scope of this project includes</b> (e.g. local area / service / year):	All staff employed by LDC plus contractors and providers
<b>This project does not include</b> (if applicable):	Other Employers in the area – at this stage

## PROJECT DELIVERABLES

Describe the tangible facilities / services etc that this project will deliver.

Ref	Deliverable	Measure / Key Performance Indicator (KPI) (e.g. related to finance; products; quality; delivery dates etc.)
1	<b>Policy Review</b> – revise all major employment policies	New policies drafted, consulted upon, agreed and introduced
2	<b>Consultative arrangements</b> - JCC arrangements, staff meetings and networks, staff surveys, terms and conditions, staff communications,	New arrangements agreed through Employment Committee
3	<b>Inclusion</b> - equalities targets (equalities), DDA access, joint initiatives with TU, representative workforce, local employment initiatives, equalities framework compliance, diversity training and awareness	Improved performance against equality targets, improved awareness and practice
4	<b>Organisational Change</b> - Organisational culture change, Organisation design, Stakeholder engagement, Voluntary Severance and early retirement, TUPE, HR capacity, Modern workplace, links to corporate planning	Reorganised and efficient structure, wider management roles. Less reliance on external consultants
5	<b>Performance Management</b> - Values, Behaviours, Competencies, standard setting, induction, probation, appraisal, employee relations casework, absence management.	Clear and understood expectations of staff
6	<b>Learning Organisation</b> – Nexus Academy, E-learning, Action Learning sets, Leadership development Programme, Coaching culture, Mentoring, Training Needs analysis, skills mapping, Sussex Training Group, Member training	Nexus Academy - comprehensive and cost effective learning available and used by all staff

Ref	Deliverable	Measure / Key Performance Indicator (KPI) (e.g. related to finance; products; quality; delivery dates etc.)
7	<b>Safety Culture</b> – review capacity and practice on H&S	Raised awareness and practice in H&S matters
8	<b>Workforce Planning</b> – recruitment and selection, succession planning, workforce metrics, building management skills and versatility	Improved metrics
9	<b>Pay and Reward</b> – pay scales, JE, equal pay, allowances ,travel, redundancy, <b>pensions</b>	Reviewed and modernised

**PROJECT TIMEFRAME** Outline of phases of project and deliverables within each phase.

Business Case and PID	Estimated dates
PID agreed by Nexus Board	w/c 25.02.13
Approval (Cabinet / CMT) if applicable	N/A
<b>Project start date</b> - Project Team begins work	20.03.13
<b>Project Planning</b> – start date	Jan 2012 for some elements, March 2013 for complete project plan. (Subject to Employment Committee 20.03.13)
Deliverable: Nexus Board approval	07.03.13
Deliverable: Employment Committee agreement to form Board	20.03.13
Deliverable	
Project Planning – end date	31.03.13
<b>Workstream – communications (if applicable)</b> – start date	
Deliverable: Launch	April 2013
Deliverable:	April 2013 onwards
End date: N/A Staff communications embedded	On-going
<b>Workstream – Quality, Legal, Technical (if applicable)</b> – start date	Oct 2012
Deliverable : On-going project support	
Deliverable : Ad-hoc external legal advice on any potential Employment Tribunal or TUPE matters	

End date BAU	
<b>Workstream / phase 1 – project deliverables – start date</b>	November 2012
<b>1. Policy Review</b>	
Deliverable: Policy review and spec	November 2012
Deliverable: revised suite of key Employment policies	Jan – April 2013
End date	July 2013 depending on Cabinet dates and decisions
<b>Workstream / phase 2 – project deliverables – start date</b>	
<b>2. Consultative arrangements</b>	
Deliverable Work with ACAS to determine a fit for purpose model accepted by all participants	April – June 2013
Deliverable New joint consultative arrangements – an agreement with recognised Trade Union on the consultative arrangements, a signed agreement in place and operating	July 2013
Staff Survey, analysis and action plan	June 2013
End date	BAU
<b>Workstream / phase 3 – project deliverables – start date</b>	
<b>3. Inclusion</b>	
Deliverable Revise and agree Equalities targets	March 2013
Deliverable Improved performance against targets	April 2013 – March 2014
End date	BAU
<b>Workstream / phase 3 – project deliverables – start date</b>	May 2012
<b>4. Organisational Change</b>	
Deliverable Voluntary severance & Early Retirement Scheme	June 2012
Deliverable Restructurings	Various – for discussion
End date	
<b>Workstream / phase 3 – project deliverables – start date</b>	
<b>5. Performance Management</b>	
<b>Workstream / phase 3 – project deliverables – start date</b>	

Deliverable Performance Management training for cohorts	July – Dec 2013
Deliverable Behaviours based on values	May 2013
Deliverable Competency framework	Sept 2013
Deliverable Revised Appraisal scheme	Dec 2013
End date	April 2014
<b>Workstream / phase 3 – project deliverables – start date</b>	May 2012
<b>6. Learning Organisation</b>	
Deliverable Leadership and Development programme	May 2012 on-going
Deliverable Nexus elearning	April 2013
Deliverable – clear offer to staff, T&D targeted and investment planned and cost efficient	April 2014
End date	
<b>Workstream / phase 3 – project deliverables – start date</b>	
<b>7. Safety Culture</b>	
Deliverable review current arrangements and level of safety awareness	Sept - Dec 2013
Deliverable joint training with UNISON	July 2013
End date	BAU
<b>Workstream / phase 3 – project deliverables – start date</b>	
<b>8. Workforce Planning</b>	
Deliverable Improved metrics – HR dashboard?	Sept 2013
Deliverable Workforce planning workshops	Oct 2013
Deliverable 3 year workforce plan	April 2014
End date	BAU
<b>Workstream / phase 3 – project deliverables – start date</b>	
<b>9. Pay and Reward – needs discussion with Project Sponsor</b>	
Deliverable	
Deliverable	
End date	

<b>Project close and service start date</b> (when project is handed over and the initiative will commence as an ongoing activity)	
<b>End of project review – date for completion</b>	

## ROLES AND RESPONSIBILITIES

Role	Name	Description / Activities / Role
<b>Project Sponsor</b>	Jenny Rowlands	The Sponsor has overall accountability for the project; owns the PID and risks; monitors and controls progress at a strategic level.
<b>Project Manager</b>	Jane Amos-Davidson	The Project Manager (PM) is responsible for delivery of the deliverables, day-to-day management and project team leadership.
<b>Project Team Members*</b>	Justine Klementz	Professional HR input – Agile and other work streams to be determined in Team discussion once PID is signed off
	Helen Knight	Professional HR input –work streams to be decided in Team discussion once PID is signed off
	Jill Yeates	Professional HR input –work streams to be decided in Team discussion once PID is signed off
	Lisa Tiller	Equalities and Diversity
	Matthew Britnell	Health and Safety
	Marian Pearce or Hannah Weller	Admin Support – they will cover interchangeably as available
	Liz Sutton if available	Internal Comms
	Sue Harvey	Ad-hoc re links to Council Plan and PAM compliance
	Sue Harvey	Ad hoc discussions as Branch Secretary of Unison
	Ad-hoc Finance	Steve Jump or Dave Cosham for budgets and Nigel Morrison for Payroll and Pensions as needed
	Daniel Conti	Ad-hoc advice on IT matters
	Catherine Knight	To delegate or commission legal advice if necessary and to advise on constitutional matters
	Reema Parmar	Graduate Intern – for experience and input on career planning
Judith Field	Nexus Programme Manager	
<b>Project Board Members</b>	Employment Committee Members	The Board oversees the project and gives advice and guidance to the Project Manager. Should include Project Sponsor, Project Manager and relevant others (e.g. Senior User(s); Senior Supplier(s) etc.)
	Unison	
	Interim Head of HR	
	Ad-hoc Project Team members (depending on the topic under discussion.)	

Role	Name	Description / Activities / Role
<b>External Contractors/ Partners</b>	Surrey County Council Eastbourne Brighton & Hove ACAS Unison SEE Various training providers Learning Pool	
<b>Others (if applicable)</b>		

\*e.g. departmental colleagues; admin; finance; legal; IT; property etc.

<b>USER / CUSTOMER REQUIREMENTS</b>
How will this project determine what the requirements are?
Through alignment with Council strategy and through discussions at CMT, Nexus Board, Employment Committee, update meetings with Unison and other staff and management meetings. These to be informed by best practice in HR (CIPD, ACAS, CBI etc) and developments in legislation and governmental policy.

<b>RISKS</b>			
Please state and explain the most significant risks to the successful completion of the project, and how they can be mitigated. Examples may include planning or leasing issues or unconfirmed external funding. Consider using the Risk Register and Treatment Plan Tool in PAM and refer to the Council's <a href="#">Methodology for Assessing Risk</a> .			
Risk	Likelihood (low = 1, high = 3)	Impact (low = 1, high = 3)	Mitigation
Financial pressure reduces staffing budget and requires high number of compulsory redundancies	2	3	Voluntary severance and Early Retirement scheme. Agile working - opportunity for Lean processes. Recruitment drag. Planned and properly conducted restructurings.
National pay negotiations award more than 1%	1	3	Keep monitoring and voice views about the impact through



			employer organisations
National Strike by recognised TU		3	Keep monitoring and voice views about the impact through employer organisations, communicate with TU and staff over the issues
Local strike by recognised TU		1	Regular meetings with TU and management, open dialogue, improve informal consultation mechanisms and abide by formal consultation requirements
Awards at Employment Tribunals etc if cases lost e.g. equal pay, discrimination, health and safety, unfair dismissal	Low at present but can change quickly	Low at present	Robust policies, reasonable and fair treatment of staff, alert to legislative change managers well trained in employee relations and diversity - needs work.
Key staff leave/skill shortages	Medium	Low at present	Succession planning and staff development, employer of choice measures, reward review, responsive to changes in recruitment landscape
Organisation not able to respond swiftly to changing local and national agenda	High	Medium	Boost capacity for change management through staff development, horizon scanning, internal communications and programme management i.e. Nexus

## PROJECT GOVERNANCE

Reports required by the Nexus Programme Board are:

- Business Case - to seek permission to develop the PID
- PID – to seek permission to undertake the project (subject to Cabinet approval if applicable)
- Highlights – to inform the Board of progress at 2 weekly intervals (generated by PAM)
- In-depth – at the request of the Board
- Change Request – to request permission to deviate significantly from the approved PID

- End of project review

<b>STRATEGIC FIT</b>
Please describe how this project is related to council / partner strategic objectives
Supports the change management activities of Nexus and the Council Plan

<b>ENVIRONMENT AND SUSTAINABILITY</b>
Please describe the environmental impact of this project and explain how this will be managed. Refer to the <a href="#">Council's Environmental Implications Assessment</a> process.
Will be relevant in any review of staff travel and in the H&S workstream – detailed impact to be determined as project develops.

<b>EQUALITY</b>
Please conduct an <a href="#">equality analysis</a> using the Council's approved screening template. Explain how the project will enable the Council to meet its Equality Duty and/or <a href="#">Equality Objectives</a> .
To be completed for each workstream

**ANY OTHER COMMENTS** e.g. risks / costs if the project does not go ahead; alternative options to this project.

