

Annex to Paper B/037

Workforce Strategy (WS) Development: Implementation Plan

Annex C

Action	Responsible	Timescale	Measurement of Achievement	Risk & Control Measures <i>(In italics)</i>
<p>1. Development of opening Board paper. Preliminary consultation with SID, OPD, PEFD & FPU and reference to relevant docs.</p> <p>2. Paper to Board. Agree scope of Strategy & priorities for action.</p>	<p>PD Post Filling</p> <p>John Gould</p>	<p>June 2003</p> <p>2 July 2003</p>	<p>Contributions to inform paper before submission to Board. Agreement on linkages and future interfaces.</p> <p>Paper circulated 5 days before meeting and to required standard.</p>	<p>Insufficient time to consult. <i>Paper will go ahead but will be clear about level of consultation.</i></p> <p>Board unable to support proposals. <i>Take feedback & resubmit proposals in August.</i></p>
<p>3. Produce Project Brief proposing aims, methodologies and outcomes for development phase for clearance by John Gould.</p>	<p>PD Post Filling</p>	<p>By mid-July</p>	<p>Approved by end of July.</p>	<p>Allocated PD Post Filling resource diverted. <i>Ensure work remains priority.</i></p> <p>Brief rejected; <i>amend & resubmit urgently.</i></p>
<p>4. Development of Strategy & consultation with d/ds (may include Board Workshop). Main actions to be added once Project Brief approved. To include:</p> <ul style="list-style-type: none"> • Project and risk management arrangements; • Scope and order of key project activity; • Identification of main consultees/ stakeholders; • methodologies; • main products, outcomes & timing; 	<p>PD post Filling</p>	<p>mid-July onwards</p>	<p>Meet milestones. Deliver planned progress by mid and end -project stages.</p>	<p>Key consultees & stakeholders fail to engage. <i>Communicate top-level support for work, promote ownership amongst d/ds & importance of their input.</i></p> <p>Resource problems in PD Post Filling. <i>Ensure project retains priority - particularly when current Project Officer moves: approx November.</i></p>

<ul style="list-style-type: none"> proposed roll-out /communication arrangements. 				
5. Modification of developing Workforce Strategy following approval of Business Strategy by Board	PD Post Filling	November	Timely interface with SID to obtain information & to ensure the respective strategies remain joined – up.	Delay in developing/approving Business Strategy. <i>Regular contact with SID to understand progress/issues. Revise Workforce Strategy timetable if significant problems & report to John Gould.</i>
6. Mid-Project Update to Board: below the line paper	PD Post Filling/ John Gould	December	Circulate part–complete draft Strategy and progress report 5 days before Board meeting. Quality of content must enable Board to be clear on distance travelled & next steps.	Board notes PD’s work and does not support it. . <i>Early & continuing consultation with Directors & d/ds on content; any amendments to draft paper prior to meeting to reduce risk.</i>
7. Near final draft Strategy & Workforce Plan for comment by d/ds & approval Feedback & modify. (By correspondence: to be decided)	PD Post Filling	February 2004	Timely issue to required quality/content to reflect Board’s mid-project feedback, outcomes of proposed Board workshop & d/ds comments.	Lack of support from d/ds . <i>Incorporate outcomes of Mid-project review and maintain contact with d/ds on key issues.</i>
8. Cleared version of opening Workforce Strategy & Plan to Board for approval.	Vivienne Dews/John Gould/PD Post Filling	March 2004	Covering Board paper & relevant Strategy docs issued 5 days before meeting. Approval of Strategy etc by Board.	Rejection by Board <i>Prior consultation/discussion with Board members –secure advance support; If unsuccessful ensure urgent amendment & resubmission of proposals. .</i>
9 Implementation & roll-out with Business Strategy.	PD in partnership with SID	April 2004 onwards	Timely & effective roll-out. Issues understood by key decision makers in d/ds; and staff awareness raised.	Ineffective arrangements & lack of understanding in d/ds. <i>Effective interface with SID. Facilitate advance preparation in d/ds. Evaluate roll-out.</i>