

LEARNING FOR THE FUTURE

ACTION PLAN UPDATE July 2015

Key

Purple type - actions being taken forward by the Organisational Development work commissioned in response to the Learning For the Future report. This piece of work is known as Building for the Future (BFF).

Black type - actions planned or being taken forward outside of the BFF project

Red type - identifies where we are not on track against the original action plan

Learning For The Future Recommendation	Progress on Actions Identified	Actions Planned	Owner(s)
Short Term			
<p>R1. Review Ways of Working in line with the Purpose.</p> <p>To ensure that the purpose and priorities identified during CAPP are embedded, it is recommended that Department Directors assess the level to which the following has happened:</p> <ul style="list-style-type: none"> • Re-engagement of staff in the vision for AIUK, including what has changed and what has not. • Support for teams to translate this vision into practical ways of working and any new capabilities needed. <p>Outputs to include team view of its role within AIUK; identification of priorities and therefore what work is done and not done; confirmation of roles, responsibilities and handovers between roles; skills development needed and production of an action plan to address barriers, gaps and opportunities for contributing more value.</p>	<p>Consolidated Foundations Paper produced and now on INSITE</p> <p>SMT decision to hold team review meetings as part of planning in order to establish particular workload issues and review the priorities and capacity of the team in the context of the priorities for the 2016-2020 strategic plan. Support from HR and Annette made available.</p> <p>Review of AIUK business processes underway with the aim of improving efficiency.</p>	<p>Next Staff and Vols meeting to explain strategic planning and priorities</p> <p>Strategic Plan 2016-2020 to clearly articulate vision and priorities and provide practical examples that show how vision/strategy will be applied in practice across AIUK</p> <p>Operational plans to sit</p>	<p>AIUK Director</p> <p>AIUK Director</p>

		<p>clearly within the strategic plan framework</p> <p>LT to hold the team review meetings as part of planning.</p> <p>Specific Organisation Development piece of work to put Members at the Heart into operation in terms of people and process</p>	<p>LT</p> <p>LT</p> <p>Director of SCC</p>
<p>R2. Commitment to controls. To prevent fixed costs increasing and to provide the burning platform for prioritisation and more efficient ways of working, headcount costs should be capped and steps taken to adhere to this cap.</p>	<p>Headcount cap agreed as 152 FTE. SMT ensuring that headcount cap for 2015 financial year is maintained.</p>	<p>Staff resources to deliver the strategic plan 2016-2020 to be identified during the planning process and approved by the Board in October</p>	<p>AIUK Director</p>
<p>R3. Business Planning and Management To ensure that prioritisation takes place in light of AIUK's reduced resources and to equip the organisation to respond more actively to changing circumstances:</p> <ul style="list-style-type: none"> i. Create specific workforce/resource plans in alignment with current operational activity plans and challenge out-of-scope work. ii. Create one simple set of metrics that focuses the organisation on achieving the outcomes of CAPP. For example, this could include financial targets, ceasing specific activities, achieving co-ordination with IS in critical areas, member retention etc. These metrics will need to change over time but should provide focus and a basis for 	<ul style="list-style-type: none"> i) and ii) 2015 operational plan to be published in line with recommendations by end March 2015 iii) to ensure through SMT and LT feedback that this is done iv) HR to report in March 2014 and advise SMT on key indicators as year progresses. Staff survey to be held May/June 2015 Delayed 	<p>SMT agreed to the recommendation from SWOG that our resource planning needs to allow for unplanned work and that teams need to plan to allow for this. To be done on a team by team basis with support from HR where needed.</p> <p>Create performance</p>	<p>AIUK Director</p>

<p>communicating successes and risks across AIUK.</p> <p>iii. Take the opportunity to re-define the SMT/LT agenda to ensure it balances forward planning with operational matters. This should include the definition of AIUK management principles that give a foundation for more consistent decision-making during change.</p> <p>iv. Track existing indicators of post-CAPP employee engagement such as turnover figures and engagement survey scores. Take appropriate actions.</p>	<p>6 month AIUK priorities established and posted on INSITE</p> <p>SMT agreed BFF recommendation that HR should prioritise a review of AIUK's volunteer policy</p>	<p>dashboard using AI Australia dashboard as a model</p> <p>HR to complete work on approach to and policy on volunteering by Sept 2015.</p> <p>SMT will consider how we resource Monitoring and Evaluation as part of the work we do to establish the resources we will need to deliver our 2016-2020 plan.</p> <p>Undertake staff survey by the end of 2015.</p> <p>Develop and share management principles.</p>	<p>SMT</p> <p>Head of HR</p> <p>SMT</p> <p>Head of HR</p> <p>Director AIUK</p>
<p>R4. Communications</p> <p>To ensure that dialogue with staff and members is effective and open:</p> <p>i. Create communications principles, for example, plain language and a stated approach to communicating risk or bad news.</p> <p>ii. Create mechanisms for testing whether key messages to and from key groups have been received and to ensure they have not been drowned out by the volume of communication at AIUK.</p>	<p>Internal comms working group to take forward</p>	<p>Will be taken forward by the Internal Comms Working Group by the end of 2015</p> <p>Internal Comms plan to improve the way in which SMT messages and priorities are shared and understood</p>	<p>Director of Supporter Campaigning and Comms</p>

		across AIUK	
<p>R5. Governance Review governance arrangements to ensure appropriate and clear boundaries between operations and the governance of those operations. This should relate to any conflict of interest where staff are also Amnesty members and to maintaining the boundaries between Board and SMT.</p>	<p>Taking forward as part of separate Governance Review. Time set aside for Board closed sessions as part of this.</p>	<p>More work required to establish and codify conflict of interest concerns regarding staff being members and vice versa. To be taken forward by the Board and SMT.</p>	<p>Director AIUK</p>
Medium Term			
<p>R6. Build the change capability of existing AIUK resources To enhance AIUK's change capability, review whether critical roles are 'willing' (i.e. motivated), 'able' (i.e. skilled and confident) and 'allowed' (i.e. given the opportunity) to support and shape change. The critical roles include:</p> <ul style="list-style-type: none"> • Leadership Team members. To ensure that this group is equipped to play a more active role in shaping change and in harnessing the talent of staff, it is recommended that: <ul style="list-style-type: none"> ○ The responsibilities of this group are clarified and championed, particularly in relation to business and people planning. ○ Development support and coaching is provided for this group by the SMT. • Corporate Service functions. Enable Human Resources, Finance and Risk to play a more proactive role in identifying and managing the people, financial and operational impacts of change. This will require the SMT and appropriate Board sub-committees to: <ul style="list-style-type: none"> ○ Define the role they wish these functions to play (i.e. the balance between strategic and operational activity) ○ Upskill in key areas such as organisation design and scenario planning to support management decision-making ○ Review whether these functions have the appropriate voice at SMT and Board level to support effective decision-making. 	<p>This area was identified as a potential focus for the BFF OD project but not prioritised by the staff and volunteer workshops</p>	<p>SMT to develop specific action plan for LT to be implemented Sept to Dec 2015</p> <p>Specific development of HR function to be designed alongside and informed by the new strategic plan.</p> <p>Trade Union: SMT and Trade Union to share joint work on partnership building and develop relationship</p>	<p>Director AIUK</p> <p>Director AIUK</p> <p>Director AIUK/ Union Representatives</p>

		in relation to the potential list identified in this recommendation	
Longer Term			
<p>R9. Capabilities Having worked to consider its purpose and operational delivery plan as part of CAPP, AIUK will benefit from defining the core skills and behaviours it needs – not just to meet that delivery plan but to build change management capability for the future.</p> <p>For example, these could include core capabilities that relate to delivering innovation (as AIUK is in a complex environment with limited resources), prioritising, and communicating with impact (to ensure effective 2-way dialogue across AIUK and its membership). It is recommended that these are translated into a capability framework for all levels including leadership which supports the effective engagement, management and development of people.</p>		HR strategy including our approach to a competency and behaviour framework will be developed rooted in the requirements of the delivery of AIUK’s strategic plan. This strategy to be complete by Dec 2015.	SMT
<p>R10. Project and Change Management Capability For future large change programmes, AIUK should ensure that the foundations of programme management are put in place. These should include stakeholder engagement to build the ‘change coalitions’ that can shape the change and reach all parts of the organisation, clear definition of project roles, co-ordinated communications plans, risk management, project control and on-going evaluation.</p>	<p>i) training for managers in project management not done yet ii) revision and embedding of AIUK project management process not done yet</p>	SMT to review training plan in the context of the PDR training requests. Project Management process redesign is part of the	SMT
<p>Additional Notes on Relationships and Culture AIUK needs genuine dialogue that continues to rebuild trust, stresses the ‘us’ rather than the ‘us and them’ and tells the truth in plain language, with respect and without compromise.</p>	<p>OD consultant appointed to support SMT in this work</p> <p>“Building for the Future” Project Workshops created to help identify the priority areas of focus for this</p>		AIUK Director

<p>Re-building trust across groups has started in this way with the creation of well-received 'drop in' sessions for staff with SMT or Board members. Similarly an Internal Communications group is facilitating ways for staff to share knowledge and providing space for ideas to be explored.</p> <p>The challenge and opportunity for AIUK is to take the whole-organisation conversation away from history and towards 'what are we going to build'? While new ways of working are not yet fixed, this is a good time for people across the organisation to engage with each other in shaping how that happens.</p>	<p>work</p> <p>Other actions and initiatives already implemented include improved S&V meetings, SMT drop-ins, Director's weekly updates, Internal Comms Working Group, Board drop-ins, LT session on staff engagement and the development of the next strategic plan.</p>		
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