

LEARNING FOR THE FUTURE – EVALUATION OF CAPP

MANAGEMENT RESPONSE AND ACTION PLAN

Recommendation	Finding No.	Response	Action	Owner(s)
Short Term				
<p>R1. Review Ways of Working in line with the Purpose. 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>	F13	Agreed	<p>Discussed at LT Conference Nov 2014. Use of Internal Comms Plan to share vision and priorities more effectively, including by LT presentation on role of teams at recent Staff and Volunteers Meeting.</p> <p>More action in relation to operational requirement this to be defined through the OD project.</p>	AIUK Director
<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>	F1 F2	Agreed for the current strategic plan period, ending Dec 2015 and will be reviewed in the context of the next strategic plan.	<p>a) SMT to ensure monthly report of establishment and salary costs as standing item on SMT agenda b) These monthly reports to be summarised and made available to staff c) HR Sub Committee to be accountable for flagging to Board any concerns</p>	AIUK Director
<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</p>	F1 F3 F14	Agreed	i) and ii) 2015 operational plan to be published in line with recommendations by end March 2015	i) AIUK Director ii) Director

<p>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 communicating successes and risks across AIUK. 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. iv. Track existing indicators of post-CAPP employee engagement such as turnover figures and engagement survey scores. Take appropriate actions. 			<ul style="list-style-type: none"> 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 	<p>CEO Office iii) SMT iv) AIUK Director (then Dir Corporate Services)</p>
<p>R4. Communications To ensure that dialogue with staff and members is effective and open:</p> <ul style="list-style-type: none"> i. Create communications principles, for example, plain language and a stated approach to communicating risk or bad news. li. 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>F4. F5.</p>	<p>Agreed</p>	<p>Internal comms working group to take forward</p>	<p>Director of Supporter Campaigning and Comms</p>
<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>F6</p>	<p>Agreed</p>	<p>Taking forward as part of separate Governance work</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. • Amnesty members. Identify those who are willing and able to provide additional change skills such as facilitation of problem-solving groups. • Trade Union. Work with the SMT to find ways of helping AIUK to become skilled at more collaborative small-scale change in order to avoid future crisis. 	F7. F11.	Agreed	Taking forward as part of core deliverable organisation development work.	Director AIUK
<p>R7. Risk Appetite and Risk Disclosure A culture of 'risk honesty' or the willingness to disclose financial and</p>	F4. F9.	Agreed	Develop risk management policy and process, and plan to embed risk	Director AIUK (then

<p>non-financial risks will give AIUK the best opportunity to manage change earlier, and in a more collaborative way. To support this, it is recommended that the Board and SMT open discussions about AIUK's:</p> <ul style="list-style-type: none"> • Current approach to identifying and managing risk • Risk appetite • Approach to when and how it communicates risks to members and staff 	F13.		management across the organisation	Director of Corporate Services)
<p>R8. Toolkits Build toolkits, as well as policies, that support managers and staff to drive positive change at a local level. For example, these may include toolkits for workforce planning, creating problem solving groups, identifying lessons learned and translating them into more effective ways of working in future or any other activity that makes change owned locally and part of 'how we do things round here'.</p>	F10. F13	Agreed in principle but resourcing for this may not be available given other priorities	To take forward as part of OD deliverable in OD work and project as resources allow.	Dir of SCC (the Director of Corporate Services)
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>	F12.	Agreed in principle but full implementation of this recommendation may be challenging given other priorities?	Taking forward as part of deliverable for Organisation Development work.	
<p>R10. Project and Change Management Capability For future large change programmes, AIUK should ensure that the</p>	F8. F14.	Agreed and think this is high	i) training for managers in project management	TBC

<p>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>priority.</p>	<p>ii) revision and embedding of AIUK project management process Other actions to be decided as part of OD project core deliverable</p>	
<p>Additional Notes on Relationships and Culture</p> <p>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>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>Agree</p>	<ul style="list-style-type: none"> • Appointment of OD consultant to support SMT on this to be confirmed • "Learning for the Future" Project Advisory Group to be set up • Other actions and initiatives already implemented include S&V meetings, SMT drop-ins, Director's weekly updates, Internal Comms Working Group, Board drop-ins, etc. 	<p>AIUK Director</p>