

SENIOR LEADERSHIP TEAM CHARTER & DEVELOPMENT ACTIONS

Our ‘Big Question’

“What is it for us to lead fully within our delegated freedoms to create the space for the collective work needed to grow the business to £30m by 2030? What behaviours and ways of working must we let go off, hold on to, and put in place inside the next 3 months? How will we hold ourselves accountable for this much needed step-change in collective leadership effectiveness?”

Aspirations + AFD ¹ s	Page 1
Foundations + AFDs	Page 1
Operations + AFDs	Page 2
Priority Development Actions	Page 3
Scoped AFD #1	Page 4
Scoped AFD #3	Page 5
Scoped AFD #6	Page 6
Scoped AFD #7	Page 7

ASPIRATIONS

Our near term strategic goal is to grow the business organically to £30 million across the UK by 2030. We will build resilience by spreading any risk across multiple customers and projects.

AFD #1. James will be sharing the first cut strategy, goals, missions, and delegations to achieve this with mission owners by Christmas. The mission owners will in turn develop execution plans for briefing back to James early in the New Year. This may involve a couple of iterations into early Spring.

AFD #2. Accompanying this will be work to create a future-fit business structure and a business scorecard to track achievement of strategic goals and operational objectives such as new business wins, ongoing deliveries, and the work of the enabling functions.

AFD #3. We will also establish a rhythm of relevant, connected, and aligned Board, Senior Leadership Team (SLT), and Senior Management Group (SMG) meetings, and their Terms of Reference (e.g. membership, frequency/timing of meetings, agendas, deliverables (tangibles and intangibles)).

AFD #4. SMG members will be invited to contribute to SLT meetings on a topic-by-topic basis.

¹ AFD = Area for Development

AFD #5. We will also regularly review, as part of a quarterly offsite, the alignment and effectiveness of these bodies, and implement improvement measures as appropriate.

FOUNDATIONS

AFD #6. SLT Purpose. To be reviewed:

- Work with the Board to provide strategic direction, plan/invest in new capabilities, and manage risk and opportunity across the organisation.
- Drive performance via key metrics/scorecard and a framework of delegated freedoms and escalation rules.
- Ensure compliance requirements are met.
- Set and model leadership standards

AFD #7. SLT Deliverables. To be reviewed.

- Draft Strategy (for Board review/endorsement, and then sharing across the business).
- Business Plan, Budget, and Red|Amber|Green (RAG) Scorecard.
- Risk & Opportunity Management Plan.
- Delegation & Escalation Framework.
- Values & Standards.
- Cascade Comms to Staff.

OPERATIONS

Ways of Working

Our senior leaders walk and talk around the business.

AFD #8. We will be reviewing how we can increase the openness of our office space, and still enable efficient working with minimal unnecessary interruptions.

AFD #9. Our meetings focus on moving the business forward and less about historical issues and discussion.

AFD #10. We will write up our meetings as a list of decisions/actions with clear owners.

AFD #11. We will develop and delegations and escalations framework. This will see a greater sense of empowered freedom and accountability.

AFD #12. We will build in “quiet time” to our work routines focussed on working on the business.

AFD #13. We will consider Kaizen as a continuous engagement, improvement & innovation process.

AFD #14. We will offer options for wellbeing support.

Behaviours:

“Words make worlds” We are mindful of the words we use. We will avoid gossip and fear-inducing language. We aim to empower, encourage, and improve.

We are mindful of overpromising and underdelivering.

When asking for help or delegating a task, we explain the business “why”. This sets the context and connects the task to wider business need.

We work on the basis of trust and honesty, treating one another with respect and understanding. This establishes the foundations for effective collaboration.

We take care to make everyone feel included, safe to learn, safe to contribute, and safe to challenge.

We understand that not every contribution and challenge can be accommodated and so we appreciate the rationale for whatever decisions are made being shared with us.

We take care to understand one another’s comms preferences and our different needs for time and space to discuss issues.

AFD #15. We invest in our personal development. We share learning resources with one another.

PRIORITY DEVELOPMENT ACTIONS

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Scoped workplace projects overleaf/...

Task name:	STRATEGY , GOALS MISSIONS , DELEGATIONS
Owner	James
Output(s)/Outcome(s)	FINANCIAL STRATEGY BUSINESS DEV. STRAT. (GROWTH ROADMAP) PATHWAY TO EXCELLENCE - ACCOUNTS - H.D ETC.
Customer(s)	SLT
Start/Finish	NOW 13th DEC (EXPECTED) 24th DEC. (NO LATER)
Who else to involve	
Resources	<ul style="list-style-type: none"> • EXCEL FINANCIAL BUDGET PACK • BUS. DEV. PROGRESS REPORT - MONTHLY . HANDOVER SCHEDULING • VIDEO - EXPLAINS EXCELLENCE (USED AT INDUCTIONS GOING FORWARD)
Holding to account arrangements	SLT FEEDBACK

Task name:	<u>AFD3</u> MEETINGS - STRUCTURE / STRATEGY FREQUENCY
Owner	Alison
Output(s)/Outcome(s)	STRUCTURED AGENDA - REVIEW OF ACTION PLAN - MEETING TIMINGS - SELECT CHAIR PERSON - CALENDAR PLANNING / DATES - KPI MANAGEMENT / REVIEW
Customer(s)	BOARD SLT SMG ALL EMPLOYEES
Start/Finish	<u>START</u> JANUARY 2025 <u>FINISH</u> FEBRUARY 2025
Who else to involve	BOARD SLT SMG.
Resources	CONTROL SYSTEM SHIRLEY - ONSITE / OFFSITE PLANNING / DISCUSSION TIME - BOARD, SLT, SMG PRE MEETING PREPARATION TIME
Holding to account arrangements	ONGOING REVIEW OF MOMENTUM / PROGRESS PLAN - DO - REVIEW PROCESS ANALYSIS VALUATION OF EFFECTIVENESS - ONGOING. (SLT / SMG)

Task name:	TASK 6 PURPOSE OF SLT
Owner	Iain
Output(s)/Outcome(s)	SCORECARD PER TEAM - MONITOR ROLES & RESPONSIBILITIES - CONFIRMED - MET TEAM INTERNAL ESCALATION - PROCESS SET KPI'S - COMPLIANCE AGREE BUDGETS - GIVE TEAM RESPONSIBILITIES
Customer(s)	BOARD -
Start/Finish	NOW - START END FEB - FINISH REPORTABLE START OF MARCH
Who else to involve	TEAM HEADS & MEMBERS OF TEAMS AS NECESSARY
Resources	TIME & COMMITMENT FROM HEADS OF TEAMS & DELEGATES WEEKLY MEETINGS
Holding to account arrangements	WITHIN 3 MONTHS - WILL HAVE ROLLED OUT & AGREED BUDGETS. GANTT CHART PROGRESS - BOARD & MANAGEMENT TEAM. OR TEAMS CHANNEL

Task name:	SLT DELIVERABLES
Owner	Susan
Output(s)/Outcome(s)	DRAFT STRATEGY BUDGET/RAG SCORECARD. IDENTIFY RISK+ OPPORTUNITIES BUSINESS STRUCTURE ALIGN VALUES /COMMS.
Customer(s)	INTERNAL TEAMS. BOARD.
Start/Finish	ONCE STRATEGY ISSUED/AGREED. 4 WEEKS AFTER STRATEGY. ISSUED.
Who else to involve	SLT/SMT
Resources	- VIDEO MESSAGE FROM MD. TO GET MESSAGE ACROSS. (SHORT- MAX 3 MINS) - ENGAGEMENT FROM ALL (POSS ISSUE) - FEEDBACK + INPUT - ALIGN BEHAVIOURS/VALUES
Holding to account arrangements	BOARD.