

'People First'

Our People Strategy

Empowering our people to
make a difference

2023 - 2025

Introduction

This is an exciting time to be part of Devon County Council as we launch our ambitious Strategy that puts 'People First'.

I know that our people are a fantastic asset to our Council. How we care for, support and develop each other will be key to our success.

Our renewed focus on People and Culture, marks a shift towards us being more values based, purpose driven, and people centred in our work.

We want all our people and those who work with us to understand and embody our values of care and kindness, along with our responsibility to strive for better outcomes and good value for the people of Devon.

Our People Strategy outlines how we will continue to get and keep the skilled and talented people we need to deliver for Devon and ensure that our Council is fit for the future.

Your feedback has shaped the themes within the Strategy and how we can all work together to make our Council a great place to work for everyone.

Finally, the Strategy includes our collective role as corporate parents and our responsibility to our care leavers as part of a child friendly Devon.

Thank you for all that you do every day for the people of Devon.

Donna Manson, Chief Executive



Our People

We are committed to putting people and relationships at the heart of everything we do. We aim to unlock the potential in every individual and to collectively support teams and service areas to deliver the best outcomes for the people of Devon.

We are ambitious for our people and will empower and enable them to use their skills and knowledge to shape Devon County Council's future. Through feedback and engagement with our staff, potential candidates and Elected Members to develop this strategy, we have identified **six key themes** that will impact on our Performance and Culture.



Our 'People First' Approach

Underpinning our People First approach are our [Core Principles and Behaviours](#) and [Restorative Practice](#), designed to give us a shared understanding of how we will approach our work and interact with others and develop productive and trusted relationships.

We will collectively focus on creating conditions to support us to feel safe to learn by doing, testing and reflecting. We will be seeking and creating clarity for ourselves and others, and sharing what we are thinking and why, through honest and productive conversations.

Through this approach we will create a culture that supports and enables high performance, helping us to become a trusted, inclusive and innovative council.



Generous



Curious



Committed



Inspiring



Respectful

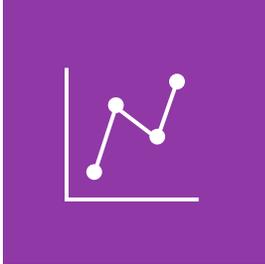


Authentic

Our Underpinning Culture Commitments



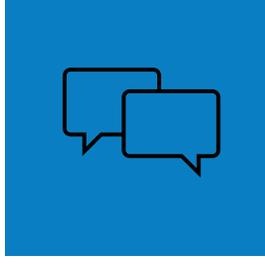
Working together as one council to deliver 'People First'



Making informed decisions using evidence, data and intelligence



Always upholding an inclusive and fair approach



Behaving restoratively by default



Supporting our role as corporate parents



Celebrating achievements



Aligning our People Strategy to our organisational priorities



Benchmarking and learning from other organisations



Core Principles and Behaviours are woven into the fabric of everything we do

Performance and Culture

Our Behaviour's Framework is integrated within all performance activities that an employee will experience throughout their time working for us. Within this consistent framework, employees and managers can discuss performance, agree support and development needs, and understand how to do the work that will deliver our organisational priorities. Where necessary, it is also the framework on which more formal workforce related activities will be based.

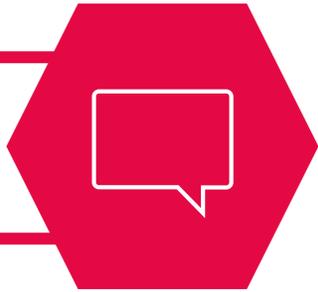
By integrating our Core Principles and Behaviours in everything that we do across the organisation, we will create a culture of high performance and accountability - creating an environment where we can create clarity, hold honest and productive conversations with one another and learn together.



Our six themes



Voice



Our Aim: To create an effective ongoing dialogue between leaders and the wider workforce, to engage, listen to and gain clarity about what is important to them. We will feedback on what we have heard and deliver actions.

We will do this by:

- Having clear, inspiring, and regular messaging about what is happening within the organisation and what the key priorities are
- Listening to our workforce using a variety of different methods to engage with, listen to and respond to their views. This includes supporting our staff diversity networks
- Improving the collection, analysis, and reporting of qualitative and quantitative workforce data to make informed decisions

Our Commitment to Children in care and Care Leavers: We will listen to the needs of our children in care and care leavers. As corporate parents we will engage with them in the most appropriate way and ensure they feel heard.

Recruitment



Our Aim: To attract and retain an agile and flexible workforce with the knowledge, experience, and behaviours to make Devon the Best Place to live and work, to achieve our organisational priorities.

We will do this by:

- Sharing what it is like to work for Devon and the impact this can have on the community and environment around us
- Using a variety of recruitment approaches, which will be responsive, inclusive and enhance the candidate experience. Recruiting the best people into the organisation to deliver our services
- Recruiting to our Core Principles and Behaviours
- Taking action to address specific recruitment challenges
- Completing a bi-annual cycle of Workforce Planning to identify current and future workforce needs

Our Commitment to Children in care and Care Leavers: We will support our children in care and care leavers to achieve their potential. As corporate parents we will work together to identify and support what pathway is right for them in their adult life.

Wellbeing



Our Aim: Providing a safe, stable and sustainable working environment with wellbeing at the heart of everything we do.

We will do this by:

- Prioritising the health, safety, and wellbeing of our workforce, creating the conditions for them to be safe and well
- Empowering our workforce to make informed decisions about what works for them and their teams
- Ensuring we meet our statutory obligations in respect of health, safety and wellbeing of our workforce. This will include achieving the standards set out in our ongoing national accreditation frameworks
- Exploring what additional national frameworks could enhance our approach and offer to our workforce

Our Commitment to Children in care and Care Leavers: We will prioritise the wellbeing of our children in care and care leavers. As corporate parents we will strive to keep them safe, healthy and well.

Belonging



Our Aim: To have an inclusive culture that celebrates diversity, where everyone can feel safe, well and able to be themselves. To grow and retain a workforce that feels it belongs and is supported to thrive.

We will do this by:

- Taking action to address imbalances and inequalities identified within the organisation
- Reviewing and updating our policies and practices to include the lived experience of our diverse workforce
- Engaging with our workforce to understand what is important to them to thrive, belong and feel safe at work
- Providing a working environment that meets the needs of the workforce and improves job satisfaction

Our Commitment to Children in care and Care Leavers: We will support our children in care and care leavers to feel valued and part of our community. This includes a commitment to listen, engage and support our foster carers to build a sense of belonging.

Learning



Our Aim: To be an organisation that learns and is committed to developing its workforce through a variety of opportunities.

We will do this by:

- Developing our workforce and our Elected Members, to fulfil their potential and deliver organisational priorities
- Having a holistic approach to learning that is tailored to support the individual
- Upskilling our workforce to be flexible and able to respond to changing organisational priorities
- Developing career pathways and progression opportunities, including early careers, professional and leadership pathways, utilising apprenticeship opportunities
- Having governance in place to enable us to measure the impact of learning activity and drive continuous improvement

Our Commitment to Children in care and Care Leavers: We will develop a range of learning opportunities for our children in care and care leavers, giving them options and pathways that best suit their future aspirations.

Reward



Our Aim: Offer a reward package that is flexible, equitable, and transparent to provide benefits to our workforce, by connecting them to what they value.

We will do this by:

- Developing a 'one council' approach to reward and celebrating achievements
- Having an approach to pay and reward that is fit for purpose, equitable, transparent and allows us to recruit and retain a high performing workforce
- Modernising our Terms and Conditions and policies to ensure they are fit for purpose, provides best value and are equitable and transparent
- Having a flexible approach to work ensuring policy and process are aligned and support the priorities of the organisation
- Providing a total reward package that is more than just pay and connects staff to what they value

Our Commitment to Children in care and Care Leavers: In our roles as corporate parents, we will celebrate the achievements of our children in care and care leavers

Monitoring and Data

Evaluation of the impact of the People Strategy is critical to understanding how we are performing as an organisation and the experiences of our people. Reviewing our data to analyse trends and impact of activities will be a key part of knowing if the People Strategy is delivering against our aims for each strategy theme and the achievement of our organisational priorities. We will do this by gathering both qualitative and quantitative data. Key performance measures will be reviewed each year, and if necessary adjusted to reflect any change to DCC priorities or external factors. Some of these measures include:

- Monitor and Review of:
 - Progress against the delivery plan, through a dynamic and interactive dashboard
 - HR data and making yearly comparisons
 - HR operational cases holistically to identify themes
 - Usage of Occupational Health and Employee Assistance Programme support
- Feedback through the cross-organisational staff reference groups, focus groups and listening to the voice of our employees
- Report progress to Senior Leadership Team on a six monthly basis
- Evaluation of events and activities