

People Strategy

Action Plan Year One Progress



Cabinet- March 2024

Governance

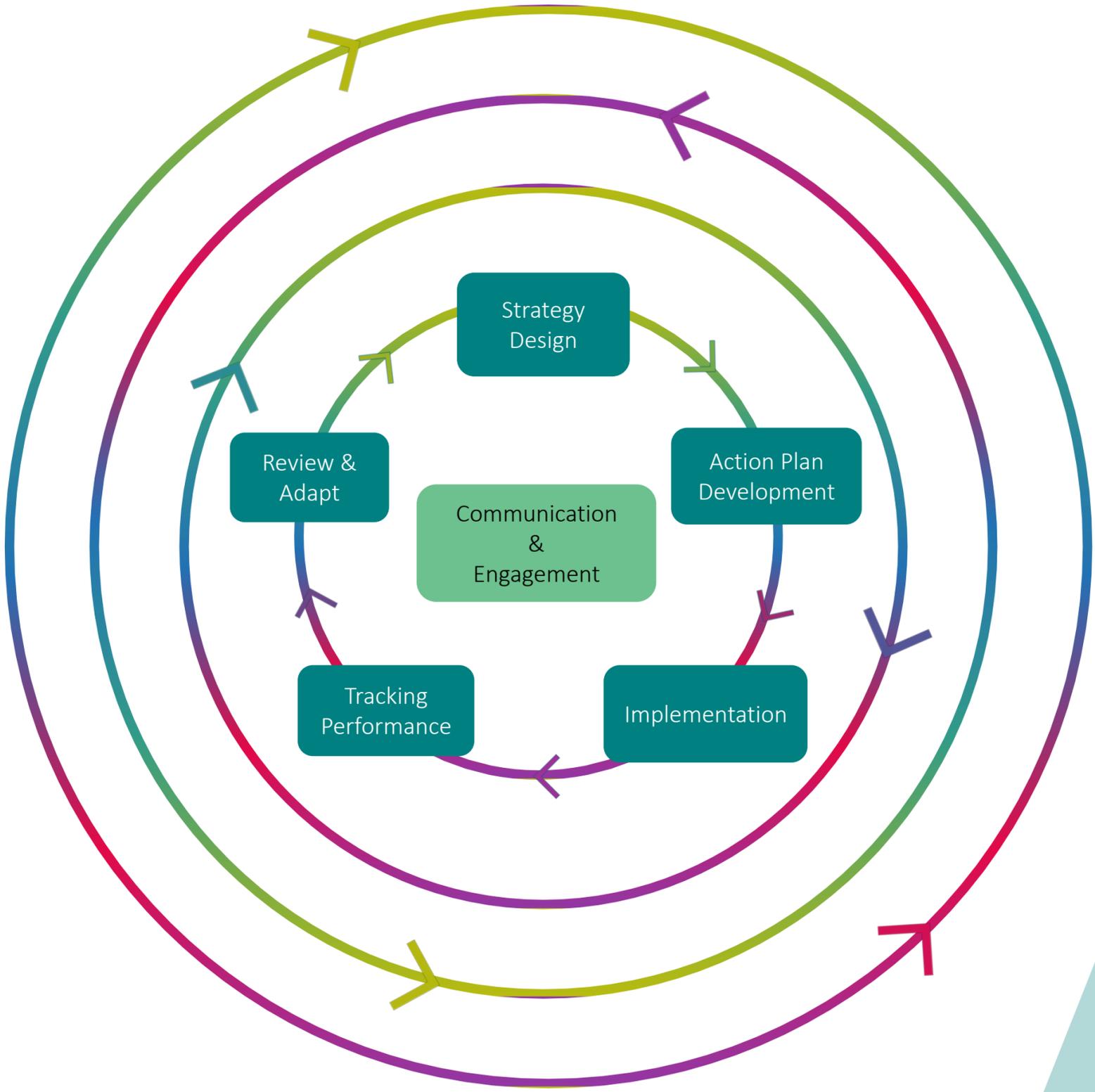
Supporting

g

Support and Challenge Group

Senior Leadership Team Sponsors

People & Culture Leadership Team



Reporting

g

Cabinet: 6 Monthly

Senior Leadership Team: 6 monthly

People & Culture Leadership Team: Monthly





People Strategy Actions

August 2023 – March 2024

Voice

Develop and implement a communication and engagement strategy to deliver a one council approach. Transparent communication about organisational change and updates, and being clear when we are informing, consulting, or co-creating.

Use a structured approach to engagement and co-creation to maximise the value achieved from hearing our peoples' voice. Identify one council approaches and be clear on how and where professional or service specific needs fit within the framework.

Creation of a safe and shared space for achievements, success, kindness, and general feedback.

Sept 23-Mar 24
[Sandra Sidgwick]

Sept 23 - Mar 24
[Sandra Sidgwick]

Sept 23 – March 24
[Rachel Fortune]

Recruitment

Incorporate learning from an 'outward mindsets' approach with a review of the Principles & Behaviours, to ensure that our recruitment encompasses and helps to embed this culture effectively across the organisation.

Design a recruitment strategy to deliver a balance between internal movement and external recruitment, to include reviewing our image and make us the employer of choice.

Complete a cycle of workforce planning to identify workforce needs and ensure alignment to current organisational priorities.

Oct 23 - Mar 24
[Jo Prince White]

Sept 23-Jan 24
[Andrea Owen]

Dec 23–June 24
[Sandra Sidgwick/
Charlotte Halliday]

Reward

Deliver a benefits platform to broaden the benefits we can offer to our people.

Develop and deliver a framework to celebrate achievements in both formal and informal ways, creating a one council approach.

October 23
[Zoe Robbins]

Oct 23 – March 24
[Rachel Fortune]



People Strategy Actions

August 2023 – March 2024

Wellbeing

Review and update the 121 and appraisal conversations, ensuring wellbeing, learning and organisational objectives are included.

Procurement of an Employee Assistance Programme ensuring it delivers best value, is effective and meets the needs of the organisation.

Procurement of an Occupational Health service ensuring it delivers best value, is effective and meets the needs of the organisation.

Sept 23
[Sandra Sidgwick]

Sept 23-Feb 24
[Gemma Vine/Sam Fraser]

Aug 23–Feb 24
[Sam Fraser]

Belonging

Support the Corporate Equality Diversity and Inclusion Action Plan to include:

- **Improving organisational understanding of EDI through updated mandatory learning modules**

Use learning and data from engagement strategy, including staff surveys and exit interview feedback, to help better understand what makes our people feel safe and belong.

Sept 23 - Mar 24
[Harriet Lear]

Sept 23 - Jan 24
[Sandra Sidgwick]

Learning

Design and deliver a corporate learning strategy that is aligned to our priorities, supports our people to understand our council and develops professional learning. This includes developing a programme to roll out an 'outward mindsets' approach to support the foundations of a trusted, inclusive and innovative council.

Aug 23 - Aug 24
[Jo Prince White]

Action Plan Year One – next 6 months





People Strategy Actions

April 2024 – October 2024

Voice

Develop and implement a communication and engagement strategy to deliver a one council approach. Transparent communication about organisational change and updates, and being clear when we are informing, consulting, or co-creating.

Use a structured approach to engagement and co-creation to maximise the value achieved from hearing our peoples' voice. Identify one council approaches and be clear on how and where professional or service specific needs fit within the framework.

Review and confirm with our people the best use of digital platforms and mechanisms, to provide multidirectional communication across the organisation.

Ongoing

Ongoing

March 24 – June 24

Recruitment

Design a recruitment strategy to deliver a balance between internal movement and external recruitment, to include reviewing our image and make us the employer of choice.

Complete a cycle of workforce planning to identify workforce needs and ensure alignment to current organisational priorities.

In response to the identified needs within the workforce planning cycle, take action to address specific recruitment challenges.

Ongoing

December – June 2024

June 2024 - Onwards

Reward

Modernising our Terms and conditions to ensure they are fit for purpose, provides best value and are equitable and transparent. Wider review of pay and grading scheme and where necessary and appropriate, redesign, negotiate and agree changes to the grading structure.

Updating our policies to ensure they are fit for purpose, equitable and transparent.

Develop and deliver a framework to celebrate achievements in both formal and informal ways, creating a one council approach.

Design and deliver a total reward strategy.

Ongoing

Ongoing

Ongoing

Ongoing



People Strategy Actions

April 2024 – October 2024

Wellbeing

Design and implement a preventative approach to reducing sickness absence and proactively managing cases of ill health to keep individuals at work or facilitate a timelier return.

April 2024 start

Review, update and promote current wellbeing resources and support to include our networks, training and communication channels.

April 2024 start

Achieving safety for our people through our HR policies and practices.

April 2024 start

Belonging

Support the Corporate Equality Diversity and Inclusion Action Plan to include:

- Improved availability and analysis of data to identify and inform strategic action

Ongoing

Policies are reviewed to consider the impact of lived experience

Ongoing

Learning

Design and deliver a corporate learning strategy that is aligned to our priorities, supports our people to understand our council and develops professional learning. This includes developing a programme to roll out an 'outward mindsets' approach to support the foundations of a trusted, inclusive and innovative council.

Ongoing to August 2024

Using the outcomes of the workforce planning cycle, work alongside service areas to design career pathways that meet service and generational needs and consider the impact of changing internal and external context.

June 2024

Conduct a feasibility study about the best way to conduct a skills audit to capture the key skills of our people. Scope the approach to record and store skills audit in an accessible place to allow matching of skills to organisational priority work.

April 2024

Inside Devon Pages



Wellbeing

Wellbeing

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

Find out more about topics linked to wellbeing

- [Introducing our new Wellbeing Hub](#)
- [Wellbeing special](#)
- [16 days against Domestic Violence](#)
- [Mid-life MOT](#)
- [Workplace work and mental health policy](#) [SharePoint Private]
- [Line-Manager resource for managing mental health in the workplace](#) [SharePoint Private]
- [Increased focus on wellbeing in our new approach to appraisals](#)

The Strategic Leadership Team sponsor for the Wellbeing theme is Steve Brown



Steve Brown
Director of
Public Health,
Communities
and Prosperity

"As the sponsor for wellbeing, I want to ensure that everyone across the organisation has access to health and wellbeing support. I would like to understand the impact our wide range of resources is having on the wellbeing of our employees and how this can be measured."



Recruitment

Recruitment

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.

Find out more about topics linked to recruitment

- [Our updated onboarding portal on iTrent](#)
- [Refreshed recruitment approval process](#)
- [Internal positions and secondment opportunities](#)

The Strategic Leadership Team sponsor for the Recruitment theme is Meg Booth



Meg Booth
Director of
Climate
Change,
Environment
and Transport

"I have always worked in a field where skill shortages are common and as the sponsor for recruitment, I want to share my approach to developing internal career progression schemes to have a positive impact on the skill shortages we are facing. I have more recently worked to support the work in SEND which has provided an opportunity for me to gain experience in working within another profession and understand the recruitment and retention challenges being faced."



Voice

Voice

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.

Find out more about topics linked to voice

- [Colleague engagement sessions with the chief executive and members of SLT](#)
- [Feedback from colleague engagement events](#)
- [Catch up on our January online colleague engagement event](#)

The Strategic Leadership Team sponsor for the Voice theme is Matthew Jones



Matthew Jones
Director of
Transformation and
Business Services

"As the sponsor for voice, I want to ensure that we are living and breathing the "People First" approach and can connect the workforce to what we are asking them to do and why. This includes being clear about how we will communicate the priorities for the Council and how we are creating opportunities to listen to the employee voice."

Inside Devon Pages



Belonging

Belonging

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.

Find out more about topics linked to belonging

- [EDI essentials training](#)
- [Black History Month](#) (October 2023)
- [Equality and diversity at DCC](#)
- [Staff networks and forums](#)
- [Lone working and personal safety](#) (SharePoint Private)
- [Microsoft 365 support sessions](#)
- [Device replacement](#)

The Strategic Leadership Team sponsor for the Belonging theme is Maria Price



Maria Price
Director of Legal and Democratic Services

"As the sponsor for belonging, I want to ensure that the work we deliver through the "People First" strategy is aligned with the work that our corporate ED&I team lead. Making DCC a place where people feel safe and valued is one of my key priorities."



Reward

Reward

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

Find out more about topics linked to reward

- [Our offer to you](#)
- [Boost your work-life balance with our Annual Leave Purchase scheme](#)
- [NJC 2023/24 pay award agreed](#)
- [Our new employee benefits platform is here – register now on Vivup](#)
- [Important update about average holiday pay](#)
- [Social media policy update](#)
- [Pension scheme – Additional Voluntary Contributions \(AVCs\)](#)

The Strategic Leadership Team sponsor for the Reward theme is Angie Sinclair



Angie Sinclair
Director of Finance and Public Value

"Being the sponsor for reward is a key link for me given my role, but I am also very keen to support our employees current and future to understand the total reward package on offer from Devon County Council."



Learning

Learning

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

Find out more about topics linked to learning

- [Next Step Apprenticeships](#)
- [Total Respect Training "is by far the best training I have ever attended"](#)
- [Coaching – helping people flourish](#)
- [Change and resilience courses](#)

The Strategic Leadership Team sponsor for the Learning theme is Tandra Forster



Tandra Forster
Director of Integrated Adult Social Care

"As the sponsor for learning one of my key areas of interest is to support the development of a learning strategy that clearly outlines what our offer is to support the learning of our workforce including those with additional professional requirements. I also want to promote the view that that not all learning has to be a formal course, we will be looking at learning in its broadest sense."



People First Boards at County Hall



So what? - Measuring Impact

Action Plan = framework to provide tools to support change culture.

Culture change measurement is challenging

Organisation climate more measurable

eg key metrics:

- Turnover
- Absence rates
- Employment relations cases (grievance/disciplinary)
- staff survey



Care Leavers Commitments

The following actions outline an update on work currently underway; many of which form part of the activities within the ongoing improvement programme in the Children & Young People's Futures Service.

Further information along with timescales for delivery can be found in the LG Advisor Review Action Log.

[Stand Up Speak Up Action Plan](#)

[Corporate Parenting Strategy](#)



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.

What we are doing	Next Steps
The Stand Up Speak Up (SUSU) Council provide opportunities for care leavers to share ideas, information and explore options to meet their needs and aspirations	Development of the Talent Bank – being used as a resource to capture young people’s aspirations
Regular meetings with District Councils to progress collective parenting responsibilities	
Redesign of current Corporate Parenting Board and re-structure of Champion Model Approach	Invite care leaver champions to be active participants in the corporate parenting board and sub-groups
Run regular forums to allow children in care to have a voice with elected members	Young Head of Service role being developed (possible apprenticeship opportunity)
Education, Training & Employment (ETE) Personal Adviser’s work directly with individual care leavers to identify ways to best support and meet their needs	
Review and implementation of Local Offer for Care Leavers	Implementation in support of treating Care Experience as a locally agreed Protected Characteristic
Members pledge to treat ‘Care Experience’ as a locally agreed Protected characteristic	

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.

What we are doing	Next Steps
Promoting high aspirations for work by supporting care leavers in preparation for employment	Updating the care leavers Protocol to ensure a steady focus on immediate needs and progression
Increase focus on developing education, employment and training opportunities	
Creation of a DCC Family Business Offer (which includes seeking opportunities through our suppliers, procurement and partnership with district councils and key stakeholders)	Benchmarking apprenticeship and employment offers through the PPMA EDI Shires, HR Managers Network and district councils
Decision to Ring fence opportunities for employment in DCC after the completion of DCC apprenticeships	Collaboration with Economy, Enterprise & Skills to scope and develop a "Work Ready" and Work Experience Programme, for before apprenticeships and into employment
Enhance six monthly employer engagement events to identify areas for joint working, ringfencing offer and other opportunities to care leavers	Collaboration with Exeter College, Economy, Enterprise & Skills and employers for the PACE Programme (launch March 2024)
	Work with DCC workforce to ensure they understand the family business approach and how to fully support care leavers (to include further cohorts of the "Total Respect" training)

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.

What we are doing	Next Steps
<p>One to one support through Personal Advisors on health and wellbeing for care leavers including a Pathway Plan</p>	<p>Opening up the use of the Employee Assistance Programme for care leavers from April 2024</p>
<p>DCC/District focus on council tax exemption for care leavers up to age 26 (one district decision awaited)</p>	<p>SB Free prescriptions and support with dental/eye care for care leavers</p>
<p>CR Mental Health and Wellbeing has a specific action plan through the Stand Up Speak Up Website: SUSU council action tracker - Children In Care and Care Leavers - Children In Care and Care Leavers (standupspeakup.org.uk)</p>	<p>SB Development of a Physical and Mental Health Task Force to build on existing wellbeing services, therapeutic support and the “Ask Jan” initiative</p>

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

What we are doing	Next Steps
<p>CR Recognising and celebrating the continued work of those contributing to the 'Stand Up Speak Up' website, events and development of initiatives</p>	<p>Under discussion to give access to Care Leavers and Foster Carers to the new Benefits Platform to access a range of discounts schemes</p>
<p>CR Celebration at the annual 'Youth Voice' event</p>	
<p>Recognise and celebrate accomplishments at the Annual Achievements Awards held in 2023</p>	<p>CR Involving Care Experienced young people in the induction process of new leaders joining the organisation, to increase organisation understanding and support by sharing their lived experience.</p>

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.

What we are doing	Next Steps
Promoting through the 'Virtual School' to ensure Children in Care and care leavers individual strengths and talents are recognised, supported, encouraged and celebrated, by taking a "through school" approach to understanding these aspirations and talents	PA Expand Youth Hub offer to North Devon (with funding secured)
PA Enhance the collective work with Further Education and partners around apprenticeships, work experience, wider learning opportunities, the Multiply initiative and reinforcing the Employment Hub offer	Collaboration between Virtual School Head, Economy, Enterprise & Skills to create an Employer Brokerage function database, sharing data on care leavers aspirations, employer skills needs and matching with an individual family business offer
Improve the quality of training through the DfE Skills 'Bootcamp' Programme and reviewing the outcome of the DfE 12 month pilot on functional skills (pilot ending April 24)	
Providing access to Learn Devon training opportunities	Develop in each Directorate an opportunity for mentoring and shadowing (which may come through the "Work Ready"/Work Experience Programme), plus an increase in DCC apprenticeships (up to 12 for June 2024)
Under University Civic agreement, Exeter University will be offering a social worker apprenticeship to be launched in 2025, with care leavers given priority status for the scheme	PA Sign up to the 'Care Leavers Covenant'
Bespoke apprenticeship service development with Exeter College - PACE Programme	

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.

What we are doing	Next Steps
<p>Working with existing Local Offer providers to improve responsiveness and embed work within DCC Teams</p>	<p>GW Service review and redesign to launch a refreshed Devon Local Offer (financial completed)</p>
<p>Progressing reviews and developments to ensure there are opportunities to prepare care leavers for adulthood to feel safe, stable in their relationships and independent living</p>	<p>Set a terms of reference agreement so DCC/Districts can work together across the housing and care system, developing joint commissioning activity</p>
	<p>Corporate Parenting Sub-Groups to inform a potential future business case for multi-disciplinary/multi agency team working</p>
<p>SK Continuing joint initiatives with the local community to support care leavers, developing a sense of belonging in the community</p>	<p>PA To conduct peer review as part of signing up to the 'Care Leavers Charter'</p>
	<p>Discuss with District Councils developing further Youth Hubs across Devon</p>