

## Appendix 1. Update on progress against People Strategy Action Plan – Oct 24

Theme	Actions	Update	Status
<b>Voice</b> <b>Matthew Jones</b> (SLT sponsor)	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.	The Corporate Engagement Strategy was approved by SLT in March and subsequently shared with the workforce at an online event in March 2024. Included within the engagement strategy is clarification about which communication methods/channels will be utilised to achieve successful engagement. This includes the channels of communication for top down, two way and bottom-up communication.	<b>Complete</b> – Ongoing work will take place to design, deliver and evaluate engagement activities as part of 'Business as usual'.
	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.	Included within the strategy is a corporate engagement schedule timeline identifying key activities. This will give employees clarity about when they can expect to have access to senior leaders in the organisation. There is a seasonal approach to allow flexibility within a season to deliver events and balance organisational priorities. An annual People Survey is part of the Engagement Plan. The 2024 People survey has now closed. The overall response rate was considerably higher at 51% than 2022 (32%) and is evidence that the engagement strategy and approach is starting see an impact. The results are currently being analysed and transformed into a dashboard and infographic.	<b>Complete</b> – The work to disseminate the feedback following the People Survey will continue into the Autumn as we seek to use the outcomes to shape the October Director led engagement events. The seasonal approach to engagement will continue to be delivered. Ongoing work will continue as part of 'Business as usual' activity.
	Creation of a safe and shared space for achievements, success, kindness, and general feedback.	Recognition of formal success and achievements are under review by SLT and are expected to be the focus of a celebration event in the Spring season. The proposals have been benchmarked extensively against local public sector and private sector organisations to create a solid proposal.	<b>In progress</b> - Included in the People Survey were questions relating to kindness and feel valued which will provide additional evidence on which to further develop tools in relation to this action.

		<p><i>This is connected to an action under the reward theme.</i></p>	<p>A draft strategy has been shared and agreed with Sponsors and will be taken to SLT for review and approval in Autumn.</p>
		<p>Informal recognition of achievements and approaches to show kindness are under development and will be shared via the People Hub by the end of September 24. It will also be linked to appraisal / one-to-one conversations and also manager learning events that take place. <b>In the 2024 People Survey, 96% of our workforce report experiencing kindness in their teams</b></p> <p>A review of an external platform to provide Peer to Peer recognition has been completed, this is not recommended to progress as a key priority at this time due to resources, but will be kept under review.</p>	<p><b>Complete</b> – There will be an element of continuous improvement to the approach as we listen to the employee voice.</p>
<p>Provide a range of opportunities to enable the workforce to provide multidirectional feedback and take part in cross organisational communication.</p>		<p><b>Overarching approach</b> - At the online engagement session in March information relating to the opportunities to provide multidirectional feedback were outlined as part of the engagement strategy.</p> <p><b>Inside Devon</b> - A review of the interaction with online corporate messages and news articles using Inside Devon has been completed. As a result of the review it has been agreed that in all instances a relevant email address for employees to offer feedback will be provided rather than commenting on posts.</p> <p><b>Staff Groups</b> - A review of staff group arrangements has been completed. The proposals have been approved by SLT, feedback from Trade Unions and Staff Groups has concluded. The Guides and Terms of reference are now ready for implementation following sign off from the corporate EDI team.</p>	<p><b>Complete</b></p> <p><b>Complete</b></p> <p><b>Complete</b> – Ongoing work will be to support the staff groups and to ensure the implemented terms of reference and guides are supporting good outcomes and where required are updated.</p>

		<p>Work is nearing completion on finalising a framework to provide structure and support for staff networks, communities and forums so they can be set up and operate effectively, flexibly and safely. One of the aims of this project is to strengthen and broaden mechanisms for the Council to engage with representatives from our diverse workforce on relevant and appropriate strategic and operational matters so that everyone feels they are represented and heard by Leadership. Staff forums will be represented as part of the Equality Commission.</p> <p><i>Change Programmes</i> – DCCs Change Programme has enabled staff to work agilely across organisational boundaries. The Change Programme has been in place for the last six months and has seen staff from all directorates work together every week to building strong relationships. There are five cross organisational teams working collaboratively to support transformational change and improvement focussing on priority change areas across the Council.</p> <p>This approach has enabled a ‘step-change’ in how the Council work to embed a one council approach and build relationships. This has included training and development for the change teams such as ‘Insights’ and task, finish and learning sessions on Dartmoor.</p>	<p>In progress</p>
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<b>Recruitment Meg Booth</b> (SLT sponsor)	Incorporate learning from an 'outward mindsets' approach and other cultural models into our organisational frameworks.	<p>The Senior Leadership team have now completed two day learning events to support development of an 'Outward mindsets' approach and are currently receiving ongoing coaching.</p> <p>In addition to this Senior Leaders have also received input around other cultural models such as "Insights" and "Lencioni". This has been expanded to include the change programme groups and Extended Leadership Team.</p> <p>The senior leadership team are exploring various cultural approaches they wish to use to influence the culture of DCC and this will also need to be included in further development and review.</p>	<b>In progress</b> – exploration of culture models and sharing these with a wider group across the organisation is underway. Some of these approaches are being shared with all managers as part of the Manager's Events currently being rolled out.
	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.	<p><b>Employer Value Proposition (EVP)</b> - In collaboration with the advertising agency Penna, we have developed an Employer Value Proposition and fresh look and feel employer brand. As part of this work, we have developed a distinct recruitment brand for social care to support the attraction of potential candidates to DCC. The 'Do it for Devon' creative concept has been designed following engagement with internal focus groups consisting of new starters, apprentices, EDI representatives and senior leaders as well as an external survey, social listening, and competitor review. It was launched in September.</p> <p><b>Applicant Experience</b> - The applicant user journey project has commenced and aims to use an approach to recruitment that is responsive, inclusive and enhances the</p>	<p><b>Completed</b></p> <p><b>In progress started ahead of time</b> – due to the scale of this issue and the phased</p>

		<p>applicant experience. The aim is to recruit the best people into the organisation to deliver our services and to remove any barriers to recruitment for those applicants with a protected characteristic.</p> <p>Phase one of the project will cover the recruitment process from the applicant attraction stage through to the first day of employment. The project is currently being scoped.</p> <p><b><i>Recruitment &amp; Retention (R&amp;R) strategy for CYPF</i></b> - Due to the current pressures within the Children’s and Young Peoples Futures (CYPF) directorate, creation of a Recruitment &amp; Retention (R&amp;R) strategy for CYPF was prioritised over a corporate one. This has now been co-produced with the service and has been approved by their leadership team. Priorities within the strategy are now being progressed.</p> <p>The strategy includes proactively supporting CYPF to improve permanent R&amp;R and reduce agency reliance. We are actively supporting Children’s Services to improve recruitment and retention with a focus on reducing agency reliance. We are currently working through a targeted and focussed ‘temp – perm conversion project’ where agency workers are being met with individually to discuss the benefits of converting from agency placements to permanent roles.</p> <p>To date, we have been successful in agreeing terms with 13 agency colleagues who have or are imminently joining the service on a permanent contract.</p>	<p>approach this has been brought forward. (Original start date was 1<sup>st</sup> April 2025)</p> <p><b>Completed</b> for CYPF and Corporate strategy will follow the outcomes of Workforce Planning (<b><i>see next action</i></b>)</p>
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		<p>There are continued discussions with colleagues from the Southwest region in relation to a Memorandum of Understanding to be agreed that will cap the rate of agency workers' pay. The national timeline for agreement has been pushed back to March 2025, but we are planning to have the salary cap proposal report to the regional DCS group in September. As a region we are proposing an implementation date of 1 January 2025.</p> <p>Benchmarking against other local authorities has been completed in relation to how DCC terms and conditions compare. This evidence has been used to shape a business case to SLT around the introduction of a Welcome Payment.</p> <p>There are a number of linked areas of work from across the whole People Strategy that are connected to the Recruitment &amp; Retention (R&amp;R) strategy for CYPF. The outcomes of the exit survey and people survey (<i>Voice</i>) will be analysed to look at the experiences of those working within the Directorate to understand how retention can be improved. The work to review the Terms and Conditions and DCC pay structure (<i>Reward</i>) once completed will enhance the overall package from a recruitment perspective.</p>	
	<p>Complete a cycle of workforce planning (WFP) to identify workforce needs and ensure alignment to current organisational priorities.</p>	<p>The review of the structured approach has been completed and incorporates good practice identified by the LGA and NHS.</p> <p>Work is now underway to work with Directors and their teams to complete the cycle of WFP. All Directorates are</p>	<p><b>In progress</b> – <i>delayed completion scheduled for February 2025</i> (instead of June 24)</p> <p>The timing in each Directorate may be impacted by other workforce related</p>

		<p>either in progress with their scoping or have completed it. One Directorate has rescheduled to start in January 2025 due to significant restructure work having commenced which will impact substantially on the workforce. Common organisational themes from the Directorate workforce plans will be amalgamated to create an organisational level workforce plan identifying key workforce challenges.</p>	<p>activity needed to achieve the Medium Term Financial Plan (MTFP).</p>
	<p>In response to the identified needs within the workforce planning cycle, take action to address specific recruitment challenges.</p>	<p>This will commence upon completion of the full cycle and after analysis of the themes.</p>	<p>Delayed to start of February 2025 to coincide with completion of Directorate Workforce Plans.</p>

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<p><b>Wellbeing</b> <b>Steve Brown</b> (SLT sponsor)</p>	<p>Review and update the 121 and appraisal conversations, ensuring wellbeing, learning and organisational objectives are included.</p>	<p>This action was completed in December 2023.</p>	<p><b>Completed</b> – Ongoing work is underway to align all services to have a one council approach with a single form. In addition this element will form part of ongoing corporate performance monitoring.</p>
	<p>Procurement of an Employee Assistance Programme ensuring it delivers best value, is effective and meets the needs of the organisation.</p>	<p>This was completed in March 2024 when the new provider began providing the service.</p> <p>The new EAP provider has run online webinars for employees to attend to understand the support on offer and how to access the different proactive and reactive resources. The most recent event in July was attended by 108 people and it was recorded for future usage.</p>	<p><b>Completed</b> – The ongoing elements to this work are to maximise usage, create greater understanding about the extent of the offer to ensure best value. There is also an opportunity to use the management information in wider organisational work and use this evidence to support additional work supporting health and wellbeing.</p>
	<p>Procurement of an Occupational Health service ensuring it delivers best value, is effective and meets the needs of the organisation.</p>	<p>The new provider will commence service delivery in October 2024. Optima Health have been awarded the three year contract.</p>	<p><b>In progress</b> – on schedule. A detailed implementation plan and project schedule is place to ensure a smooth transition to the new provider in mid-October.</p>
	<p>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.</p>	<p>This will be a collaborative approach between People &amp; Culture and Public Health teams. It will be based upon the principles of what makes a healthy and safe workplace. It will identify strategies to reduce the cost of absence and its impact on the organisation.</p>	<p>Commencing Sept 24 (delayed due to resource constraints)</p>



	<p>Review, update and promote current wellbeing resources and support to include our networks, training and communication channels.</p>	<p>A Staff Benefits and Wellbeing Event was hosted at County Hall on 22 February 2024. This combined internal teams and partners sharing information on wellbeing, pensions, the new Vivup benefits platform and more. It was well attended with positive feedback from both staff and suppliers.</p> <p>Cross referencing the information and resources on the Wellbeing Hub with the new EAP provider has taken place to ensure they complement each other and allow employees to find help as quickly as possible.</p> <p>A review of the current health and wellbeing network group is underway and work to refresh this will take place in the next quarter.</p> <p>Streamlining and updating the resources on an ongoing basis on the Wellbeing Hub, as and when new information becomes available.</p> <p>From the Autumn, promotion on a monthly basis on national wellbeing days to signpost to resources and support on a range of wellbeing topics.</p>	<p><b>In progress</b> – ongoing as part of 'Business as usual activity'</p>
	<p>Achieving safety for our people through our HR policies and practices.</p>	<p>The Health Safety and Wellbeing Policy is currently undergoing its annual review and shared with all key stakeholder groups.</p> <p>Working group to identify current practice and identify opportunities for council wide collaboration with cautionary contracts/red flag individuals.</p>	<p><b>In progress</b></p> <p><b>Completed</b></p>

		<p>Following a review of the work on cautionary contracts/red flag systems, recommendations being progressed to identify best technical solution to implement.</p> <p>Work with services to develop tailored service specific Health and Safety arrangement documents. This will support managers in identifying Health and Safety risks and controls. This is part of the Council's Health, Safety and Wellbeing Policy.</p> <p>A model document has been produced and a request has gone to Senior Management Teams via the Link HR Business Partners to identify a SMT rep to work with the H&amp;S Adviser to produce these.</p> <p>Health and Safety team to work with the Corporate Risks Management (CRMG) Team and Directors to develop service-owned Health and safety risks for service risk registers</p> <p>Undertake a review to determine how effective are the Health, Safety &amp; Wellbeing (HS&amp;W) groups and Panel</p>	<p><b>In progress</b></p> <p><b>In progress</b></p> <p><b>In progress</b> – this has been raised at CRMG and work is ongoing to add relevant risks to Service Risk Registers</p> <p><b>In progress</b> – Feedback has been sought from the HS&amp;W Groups and the H&amp;S Panel. There was general agreement regarding the way forward and a options paper is being produced for discussion with Directors</p>
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<b>Reward Angie Sinclair</b> (SLT sponsor)	Deliver a benefits platform to broaden the benefits we can offer to our people.	<p>Vivup was launched in October 2023, offering a wide range of over 900 lifestyle discounts schemes. Statistics to 25/07:</p> <ul style="list-style-type: none"> <li>• 3800+ registrations</li> <li>• 918 applications to salary sacrifice schemes through the platform</li> <li>• Savings to DCC in current financial year to date of c.£65k</li> </ul> <p>As part of the staff benefits platform, Annual Leave Purchase was offered to all employees. In the first purchase window 148 employees had their application approved. There were a total of 897 days leave purchased which are expected to generate a saving for DCC of c.£150k in addition to providing staff with extra flexibility. The second window opened in August 2024.</p> <p>Ongoing work for salary sacrifice schemes include gym membership (aiming to launch Autumn 2024) and longer term schemes for supporting staff with childcare costs and travel/leisure costs.</p>	<b>Completed</b> – The ongoing work related to this is to promote and administer the scheme. There is a planned expansion of the scheme to continue to develop the offer to staff.
	Develop and deliver a framework to celebrate achievements in a formal way, creating a one council approach.	A proposal has been shared with SLT Sponsors focussing on two key areas: <ul style="list-style-type: none"> <li>• Long Service</li> <li>• A celebration event to recognise achievements (Spring season 25)</li> </ul>	<b>In progress</b>  <i>This is connected to an action under the Voice theme.</i>

		<p>This has been benchmarked against other organisations.</p> <p>A cross organisational project team will design the events and award categories and nomination processes. Following the first event we will learn and review and potentially expand the type of recognition and achievements celebrated.</p>	
	Develop and deliver an informal framework to celebrate achievements in an informal way, creating a one council approach.	A recognition toolkit is now available on the People Hub where managers can access tools such as a celebration of achievement letter and certificate of appreciation to award to their team members.	<b>Completed</b>
	Modernising our Terms and conditions to ensure they are fit for purpose, provides best value and are equitable and transparent.	<p>A review of allowances is ongoing. Phase 1 proposals presented and agreed by SLT. Phase 2 proposals presented to Board, finalising following feedback and will then be presented to SLT for consideration.</p> <p>Alongside this – ‘Our Offer to you’. Total Reward statement produced and published for attraction and retention purposes.</p>	<b>In progress</b>
	Wider review of pay and grading scheme and where necessary and appropriate, redesign, negotiate and agree changes to the grading structure.	Work in relation to above point ideally needs to conclude or progress further prior to this work beginning. Some work may be needed depending on outcome of pay award and impact at top of NJC rates (T) and bottom of L grades.	<b>On hold</b> – <i>This will be started until the Terms and conditions work has been completed.</i>
	Updating our policies to ensure they are fit for purpose, equitable and transparent.	Wholesale review of policy approach required. Work continues to update priority policies based on resources available, this includes Disciplinary, Acceptable Behaviour and Business Travel. Alongside legislative updates and	<b>In progress</b>

		introductions including implementation of a new carers leave policy.	
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Theme	Actions	Update	Status
<b>Belonging</b> <b>Maria Price</b> (SLT sponsor)	<p>Support the Corporate Equality Diversity and Inclusion Action Plan, to include:</p> <p>Improving organisational understanding of EDI through updated mandatory learning modules</p> <p>Improved availability and analysis of data to identify and inform strategic action</p>	<ul style="list-style-type: none"> <li>In response to feedback from the workforce a revised EDI mandatory training programme will be launched in the Autumn, with an extension of 3 months, to the end of March 25 for completion by all staff.</li> <li>A workforce dashboard was delivered to Directors and key stakeholders in 2023. The dashboard is being used to inform strategic work such as workforce planning and support for managing the creation of a medium term financial plan.</li> <li>Programme to assist staff to feel safe through implementation of lone working devices. Work has been undertaken with Services to assist with the lone working risk assessment process. CCET, PH&amp;C and IASC have moved forward with obtaining devices. CYPF are not progressing with this currently.</li> </ul>	<p><b>In progress</b></p> <p><b>Complete</b> – Updating the dashboard and providing benchmarking data will be part of the ongoing work.</p> <p><b>Complete</b></p>
	<p>Use learning and evidence from engagement activities, such as staff surveys and exit interview feedback, to help better understand what</p>	<p>A report identify the key learning from 23/24 exit survey data has been produced. The key themes arising from the feedback have been incorporated into the relevant People Strategy actions. The findings extend beyond the Belonging theme and span across all six themes.</p>	<p><b>Complete</b> – Ongoing work will include an annual review of exit survey data with summary findings being shared with Directors.</p>

	<p>makes our people feel safe and belong.</p>	<p>Link HR Business Partners have also delivered tailored analysis for the individual Directorates for action to be taken within the services.</p>	
		<p>Key insight into the experiences of employees with protected characteristics is being analysed as part of the People Survey work. Alongside this the survey had a key focus on EDI and supplementary questions were asked in the survey to sense check our progress on the area and obtain direct employee feedback.</p> <p>The analysis was shared with SLT in September and will form the basis of a review of the EDI action plan.</p>	<p><b>Complete</b> – The ongoing work will be to review, refresh and include the EDI focussed questions within the People Survey on a regular basis. Also completing analysis and informing SLT and other stakeholders about the outcomes and linking this to the EDI action plan.</p>
	<p>Policies are reviewed to consider the impact of lived experience.</p>	<p>Wholesale review of policy approach required. Work continues to update priority policies based on resources available, this includes Disciplinary, Acceptable Behaviour and Business Travel. Alongside legislative updates and introductions including implementation of a new carers leave policy.</p>	<p><b>In progress</b></p>

Theme	Actions	Update	Status
<p><b>Learning</b> <b>Tandra Forster</b> (SLT sponsor)</p>	<p>Design and deliver a corporate learning strategy that is aligned to our priorities, supports our people to understand our council and develops professional learning</p>	<ul style="list-style-type: none"> <li>• Corporate Learning Strategy is drafted and being finalised for review by SLT. Following this it will be updated as required and presented for approval to SLT.</li> <li>• The aim is to have all of our learning in one place, with clear expectations about what learning is mandatory and frequency of refreshing this knowledge. This needs to be reportable to SLT to identify where mandatory completion is not being achieved, to enable targeted action to take place. People &amp; Culture Directorate will take a lead role in the governance of mandatory training. Currently mandatory training is held across two different IT systems and work is underway to procure a single system replacement to make it easier for staff to access.</li> <li>• The H&amp;S Team are reviewing all H&amp;S training requirements and are producing a training matrix that includes employees at all levels within the Council and takes account of specific H&amp;S responsibilities of managers and other staff.</li> </ul>	<p>In progress</p>
	<p>Develop a programme to roll out an 'outward mindsets' approach to support the foundations of a trusted, inclusive and innovative council.</p>	<ul style="list-style-type: none"> <li>• Senior Leaders have attended 2 days of development sessions around adopting an 'outward mindsets' approach and other cultural models such as "Insights" and "Lencioni". This has been expanded to include the change programme groups and Extended Leadership Team.</li> <li>• At the Autumn Managers' events the 'Insights' framework is being used to influence a relational approach to how we work effectively together.</li> </ul>	<p><b>In progress</b> – exploration of culture models and sharing these with a wider group across the organisation is underway.</p> <p>Some of these approaches are being shared with all managers as part of the Manager's Events currently being rolled out.</p>

		<ul style="list-style-type: none"> <li>• A planned programme to roll-out the 'Insights' framework is being discussed for the wider population.</li> <li>• A planned programme to roll out 'outward mindsets' to the whole workforce has been superseded by other models that have been shared through the Insights work.</li> </ul>	
	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.	<i>This is a linked action to follow on from an action in the Recruitment theme.</i>	Commencing in February 2025 as this work is dependent on the completion of a the full cycle of workforce planning.
	Undertake a council-wide skills audit and then use the outcome of this to develop our approach to agile deployment to support priority work.	This action will now form part of the Workforce Planning action detailed within the Recruitment theme of the People Strategy, with a clear picture of what skills will be required over the next 3-5 years. This will link in with the review and procurement process for our HR systems including MetaCompliance; Devon Education Services and Devon Learning (DEL) to hold data in one system for easier use.	<b>In Progress</b> – workforce planning is underway and completion is linked to a procurement exercise to provide a single system to support this which will take place before August 25.