



South Hams and West Devon Organisational Development Plan 2023–2026

February 2023



South Hams
District Council



West Devon
Borough Council





Dear colleagues

Today we publish our Organisational Development Plan.

The Plan sets out our commitment and a long-term vision for how we will lead, manage, support and develop our employees.

It is the culmination of many months of work involving staff at all levels and from services across the councils. I would like to thank all of you who contributed to it.

The Plan covers all aspects of workforce development at an individual, service and organisational level and its actions are intended to respond to the opportunities and challenges identified in the recent staff survey. It sets out our ambition to become – *'an employer of choice'* – and among the best local government employers in the region.

The key task now is for every one of us to take responsibility for the actions in the Plan in order to fulfil our ambitions to deliver the good quality, cost effective and responsive services our residents and communities expect from us.

Andy Bates

Chief Executive

South Hams District Council and West Devon Borough Council

14 February 2023



Doing the right things, at the right time in the right way

Our commitment to you



Investing

in our People: a skilled, flexible and motivated workforce

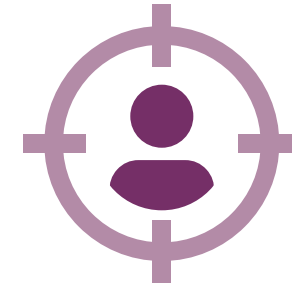
- IP 1.1 Rewarding and recognising your contributions
- IP 1.2 Ensuring you have the skills required to succeed in your role
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Investing in our People: a skilled, flexible and motivated workforce

We will aim to reward and recognise our People, ensuring that they have the right tools and technology to do their job with access to appropriate training to enable all colleagues to maximise the positive impact on our overall performance.

We will ensure that our People understand the purpose of their role and the objectives of their teams.

We will know we are succeeding when:

- Our staff survey shows that we have improved the Balance of the Deal between what our staff give to the Council and the support they receive from the Council in return
- People tell us that they feel that they are fairly rewarded and recognised for their work
- We have an effective and engaged Staff Forum which informs and champions our people policies

Investing in our People: a skilled, flexible and motivated workforce

IP 1.1 Rewarding and recognising our workforce for their contributions

IP	Year	Specific actions	Measure of success
1.1	2023/24	<p>Review our Pay and Reward Strategy to ensure that it:</p> <ul style="list-style-type: none"> ● is fair, reasonable and affordable ● addresses the recruitment challenge in key technical and professional roles ● shares the benefits of working for our organisation with our staff ● is honest about the extent to which we can address this ● reviews the comparability of local and national labour markets <p>Also:</p> <ul style="list-style-type: none"> ● Develop a Reward and Recognition plan with non-pay benefits that recognises and celebrates success and healthy working lives. Explore Total Reward approach (see also IP 1.4 Internal Communications Plan). ● Actively promote available rewards and benefits (current and future staff). ● Promote policies that support reward and recognition (e.g. Volunteering policy) 	<ul style="list-style-type: none"> ● The measures taken are reflected in the Balance of the Deal in future staff surveys. ● Highly engaged staff who are proud to be working for the Councils and act as advocates for the Organisation. ● Increased promotion and take up of rewards and recognition. ● Raised awareness through increased conversations, website and recruitment process. ● Our staff tell us that they feel their contributions are valued.
1.1	2023/24	<ul style="list-style-type: none"> ● Hold annual Staff Recognition Awards and encourage organisation-wide participation 	<ul style="list-style-type: none"> ● Annual face to face event inviting all staff.
1.1	2023/24	<ul style="list-style-type: none"> ● Relaunch Staff Forum / Voice so that our People can contribute to and influence our future (engaging with the unions). ● Relaunch a Staff Social Group for staff social events 	<ul style="list-style-type: none"> ● Active and engaged Staff Voice to emerge from OD workshops. ● Programme of Occasional talks. Proactive and regular social events for cross organisational groups that all staff have the opportunity to attend.

IP 1.2 Ensuring our workforce have the skills required to succeed in their roles

IP	Year	Specific actions	Measure of success
1.2	2023/24	Refreshing our Learning & Development (L&D) Plan to: <ul style="list-style-type: none"> ensure that corporate and individual L&D Plans are driven by the needs of our staff as well as those of the organisation and which builds capability L&D resources are consistent, relevant, high quality and meet the future needs of the organisation 	<ul style="list-style-type: none"> Ownership of L&D professional and personal development Evidenced discussions in 121 with manager on development needs People asking if they need training or development
1.2	April 2023	<ul style="list-style-type: none"> Rolling programme of Mandatory courses for all staff (e.g. H&S, well-being, safeguarding, customer service, equality, information governance) 	<ul style="list-style-type: none"> 100% of people completed the mandatory courses within the required time limits
1.2	April 2023	<ul style="list-style-type: none"> Review ownership of training budgets and application process Implement local discretion for training to the Heads with a formula for allocation for each service. 	<ul style="list-style-type: none"> Clear ownership of training budgets and criteria for applying Staff know how to access and gain approval for training & development
1.2	May 2023	<ul style="list-style-type: none"> E-learning / Teams / face to face Development Programme for cross organisational issues (e.g. report writing, dealing with complaints, political awareness, volunteering, project management) and which is accessible in the appropriate format. 	<ul style="list-style-type: none"> All staff are aware of the development programme and the opportunities in it for them Increased confidence in the skills and knowledge across the organisation reflected in service improvements and 121 feedback
1.2	2023/24	<ul style="list-style-type: none"> Exploring working with partners to maximise opportunities for shared learning and development and encourage cross departmental learning. 	<ul style="list-style-type: none"> Enhanced learning opportunities with others
1.2	2023/24	Build a Data Base for L&D to include: <ul style="list-style-type: none"> feedback and learning points accessible to all staff cross departmental learning and transfer of knowledge 	<ul style="list-style-type: none"> We have an accessible data base of courses undertaken across the organisations and their effectiveness
1.2	2024/25	<ul style="list-style-type: none"> Carry out a refresh and monitor the L&D programme 	<ul style="list-style-type: none"> Evidenced report to SLT on the number and effectiveness of L&D.

IP 1.3 Ensuring all employees have clear direction and management / supervisory support to deliver their roles

IP	Year	Specific actions	Measure of success
1.3	January – April 2023	<p>Embed effective Performance Management (PM) across all services so that everyone knows what is expected of them, what their role is and have opportunities to talk to managers about what support and tools they need to carry out that role to the best of their ability.</p> <ul style="list-style-type: none"> ● Objective setting appraisals in line with Service Plans ● Assessment against a Core Competency Framework ● Regular 121s (professional and personal development, health & well-being) ● Team meetings (face to face once a month) ● Effective guidance and training from manager ● Role profiles for all roles setting out purpose, skills, experience needed for that role 	<ul style="list-style-type: none"> ● 100% completion of objective setting appraisal within the annual cycle ● Clear understanding between appraisal objectives and team objectives ● PM and Service updates evidence that effective appraisals and dialogues are happening across the Organisation. ● A significant increase in the number of staff who feel they have the resources and tools needed to do their job. ● Staff say that they are supported to achieve the highest standards in their work
1.3	February – May 2023	<ul style="list-style-type: none"> ● Implement iTrent Performance Management Module – all staff have an effective and auditable annual objective setting and 121 cycle. Ensure that management and support is consistent across the Organisation ● Practical training for all managers on the PM module 	<ul style="list-style-type: none"> ● 100% completion of training for PM module by all relevant staff
1.3	2024/25	<ul style="list-style-type: none"> ● Review of annual objectives, and 121 process to ensure effectiveness 	<ul style="list-style-type: none"> ● Effective PM across the organisation and evidence of performance improvement through service plans and KPIs

IP 1.4 Make sure we understand and listen to the views of our staff, and let them know how we are responding

IP	Year	Specific actions	Measure of success
1.4	2023/24	<p>Adopt an Internal Communications Plan to ensure that we are communicating in a really clear way using effective narratives and visuals. This will include training and awareness for all those that need it. Messaging will be:</p> <ul style="list-style-type: none"> ● about and relevant to, our people and will support our people ● Inspirational biogs (professional or personal success stories) ● promoting growing our own stories and other achievements ● how we make member decisions happen e.g. funding successes ● about sharing good practice and collaborative working <p>Also:</p> <ul style="list-style-type: none"> ● Invest in high quality visual technology ● Media training for relevant staff 	<ul style="list-style-type: none"> ● All staff fully aware of the Communications Plan and targets to be integrated into all Service Plans ● Increased visibility of SLT, Heads and senior managers ● Our staff tell us that they feel informed, listened to and understand matters that affect them ● Data monitoring shows significant increase in staff awareness of communications ● The corporate reporting structure from SLT is cascaded through to team meetings, with evidenced opportunity for upwards reporting
1.4	2023/24	<ul style="list-style-type: none"> ● Annual Staff Survey (full and pulse surveys) to listen to the views of all staff (and sharing with the Unions). 	<ul style="list-style-type: none"> ● Surveys take place and evidenced actions on areas that need improving
1.4	2024/25	<ul style="list-style-type: none"> ● Monitoring & Reviewing Communications Plan to ensure that it remains relevant 	<ul style="list-style-type: none"> ● Ask staff if messaging and communications has improved since the previous year

IP 1.5 Create positive working environments where our people support each other and work together

IP	Year	Specific actions	Measure of success
1.5	2023/24	<p>Refresh the Health, Safety & Well-being framework to support our People to develop organisational capability and so that they feel well and safe at work.</p> <ul style="list-style-type: none"> ● Be clear to staff what or offer is ● Make available high quality information and interventions concerning health and well-being ● Identify budget for future support of H&W ● Pulse survey specifically on H&W staff suggestions 	<ul style="list-style-type: none"> ● All staff aware of the support available and how to access ● Promote framework and website refreshed ● Reduced absence rates for stress and anxiety (%) ● Increased involvement in council wide initiatives (staff survey, social events, occasional talks) ● Audit recommendations fully implemented
1.5		<ul style="list-style-type: none"> ● Renew commitment to Mindful Employer – raise awareness with staff 	<ul style="list-style-type: none"> ● Staff tell us that they are aware of the Commitments to Mindful Employer
1.5	2023/24	<ul style="list-style-type: none"> ● Review monitor and further develop Health, Safety & Well-being framework ● Implement the Health & Safety Strategy to address all of our statutory duties 	

IP 1.6 Ensuring our people contribute to increasing the Councils' good reputation and to be Community Leaders

IP	Year	Specific actions	Measure of success
1.6		<ul style="list-style-type: none"> ● Managers will consider opportunities to increase engagement with our communities through Town/Parish Councils and utilising the volunteer policy to support community schemes 	<ul style="list-style-type: none"> ● Engagement is reflected in the recognition and reward in IP 1.1 ● Increased participation in relevant community events across both areas
1.6		<ul style="list-style-type: none"> ● We will actively ensure that we consider opportunities for care leavers, ex-military personnel, disabled residents and other disadvantaged groups within our communities 	<ul style="list-style-type: none"> ● A more diverse workforce that reflects the diversity of our communities



Planning our future workforce and being an employer of choice

We have a clear ambition to become an Employer of Choice with a recognisable branding and reputation as a great place to work.

We will have an innovative recruitment and retention policy to recruit, retain and grow talent within the Organisation.

We will also provide opportunity for growing our own through apprenticeship and graduates schemes and recognise the importance of succession planning and talent management for our future success.

We will listen to our people and improve our part of the deal so that we achieve a more balanced relationship with our staff.

We will know we are succeeding when:

- We are an Employer of Choice
- We see an increase in the number of applications and we can successfully appoint to all vacant roles
- We have an increased number of trainees and apprenticeships and clear progression plans across the organisation
- Our customer and communities tell us that we are providing a great service.

Planning our future workforce and being an employer of choice

FW 1.1 We will have an innovative and effective approach to Staff Recruitment and Retention

FW	Year	Specific actions	Measure of success
1.1	January 2023	<ul style="list-style-type: none"> Review and implement a more effective and simplified process for approving vacancies, grade reviews/merits/ secondments / temporary posts 	<ul style="list-style-type: none"> Vacancies are filled in a timely way based on a sound business case with identified finances There is a clear, simple process for vacancies, grade reviews etc. published to all relevant staff
1.1	Feb – June 2023	<ul style="list-style-type: none"> To implement a refreshed and innovative Recruitment Framework from end to end, to attract the right people to the right roles which will include: Clarity on what our offer is to applicants Tailor-made website promoting our area, the organisation, our priorities and values, our people, rewards and recognition Targeted and innovative advertising & use of social media Raising our profile with career fairs, colleges, schools, apprenticeship and graduates schemes. 	<ul style="list-style-type: none"> We are successful in our recruitment campaigns for roles across the organisation We have reduced our staff turnover inline with our targets New staff tell us the recruitment and on-boarding process was engaging and relevant
1.1	April 2023	<ul style="list-style-type: none"> Implement a refreshed and welcoming, structured end to end to On-boarding process, with a refresh of the Induction and Probation process (to include an initial face to face session and buddy system for all new starters) 	<ul style="list-style-type: none"> Feedback interviews with new members of staff and implement improvements Refreshed probation process used consistently across the Organisation
1.1		<ul style="list-style-type: none"> Have a transparent and evidenced based approach to workforce planning through workforce diagnostics data e.g. age profiling, male/female ratios, sickness profiles 	<ul style="list-style-type: none"> Quarterly reports to SLT Changes reflected in our recruitment practices

FW 1.2 Consistent and relevant suite of HR Policies

FW	Year	Specific actions	Measure of success
1.2	2023/24	<ul style="list-style-type: none"> Refresh our HR policies so that they reflect current ambitions and are aligned to our organisational aims, and which are consistent, relevant to those who use them, through a planned programme of review and communication. To engage the Staff Voice in this process. Consistent implementation of our HR policies. 	<ul style="list-style-type: none"> Planned programme of review and evidence that all staff aware of what policies say.

FW 1.3 Identifying and planning for the future needs of the Organisation

FW	Year	Specific actions	Measure of success
1.3	2023/24	<ul style="list-style-type: none"> Identify future skills requirements across all services All Service Plans will include effective workforce and succession planning Refresh and awareness of our policies such as Flexible Retirement to ensure knowledge remains within the Organisation Understand approaches being taken by other authorities in the South West and sharing knowledge 	<ul style="list-style-type: none"> Framework for upskilling and reskilling People in place All Service Plans have a clear plan for succession planning Relevant policies refreshed and promoted to all staff

FW 1.4 Managing talent, providing opportunities to progress within the Organisation

FW	Year	Specific actions	Measure of success
1.4	2023/24	Develop and implement a framework that: <ul style="list-style-type: none"> ● Provides opportunities for our people to progress through the Organisation ● Enables growing our own through apprenticeships and graduate schemes ● Explores joint training opportunities with other organisations ● Highlight success stories of our own people ● Positive recruitment of looked after children 	<ul style="list-style-type: none"> ● Clear development pathways for keys roles ● People tell us that they feel supported in their career development ● Rolling programme for apprenticeships and graduates with accompanying training and development programme ● Increased (%) of apprenticeship and graduates ● Successful joint training where appropriate

FW 1.5 Promoting Equality and Diversity across the Organisation

FW	Year	Specific actions	Measure of success
1.5	2023/24	<ul style="list-style-type: none"> ● We will develop and deliver an Equality and Diversity Plan with a supporting training programme to raise awareness (include in L&D Programme) 	<ul style="list-style-type: none"> ● People are fully aware of our commitment to equality and diversity ● Training completed by all staff
1.5	2024/25	<ul style="list-style-type: none"> ● Develop a set of criteria to evidence compliance with the Equality and Diversity Plan 	<ul style="list-style-type: none"> ● Criteria set up and monitored
1.5	2024/25	<ul style="list-style-type: none"> ● Participation in national events supporting Equality & Diversity ● Development of a targeted recruitment campaign for care leavers – working with Devon County Council ● Career days ● Clear policies and guidance for promoting fostering, adoption ● Work towards National Equalities Standard 	<ul style="list-style-type: none"> ● Attendance and publicity of participation ● IIP / Equalities standard /Times top 100 – is recognised by employees and in the sector as a good employer
1.5	2025/26	<ul style="list-style-type: none"> ● Achieve National Equalities Standard 	<ul style="list-style-type: none"> ● Achieve NEC Certificate



Building Leadership and Management Capacity

We recognise that in order to deliver on our promise to our People we need to invest in our current leaders and managers.

It is important that all our Managers:

- are visible and accessible
- lead by example and are positive role models
- motivate and empower our people to deliver our services
- provide support to enable our people to deliver and grow
- are clear and frequent communicators and listeners

We will know we are succeeding when:

- Our staff tell us their Managers are doing a great job and are leading with confidence and commitment
- We have measured an increase in performance
- We are short-listed in national Good Council and Staff awards

Building Leadership & Management Capacity

LM 1.1 Our Managers and Leaders will be positive role models who inspire, motivate and empower our staff to deliver excellent services, and we will ensure they have the skills to do this

LM	Year	Specific actions	Measure of success
1.1	February – June 2023	<ul style="list-style-type: none"> We will Introduce a Core Competency Framework to provide clarity and consistency about the skills and knowledge that our Heads of Service and Senior Managers need and set out how we want them to behave at work. The Competency Framework will measure the effectiveness of leadership behaviour. <p>Note: there will be core competencies for all staff with additional specific competencies for SLT, Assistant Directors, Heads of Service and Managers.</p>	<ul style="list-style-type: none"> Evidence of use of Competency Framework in recruitment, performance management, service delivery and learning & development Measurable improvement in service delivery and customer satisfaction Our staff tell us that managers are leading by example, and are visible role models Managers give positive feedback to their teams
1.1	May / June 2023	<ul style="list-style-type: none"> Design and roll out a Leadership Development Programme for Heads of Service which is built on the Competency Framework to give them the tools to lead their teams with confidence and develop a corporate, consistent, responsible and strategic outlook, whilst supporting their teams and individuals. 	<ul style="list-style-type: none"> A visible, accessible and trusted leadership team Our staff survey says that Heads are leading with openness, confidence and commitment Our KPIs / customer feedback tells us that our Service performance has improved Evidenced team meetings, 121s and cascade of information
1.1	2023 / 2024	<ul style="list-style-type: none"> Build on our Managers' Development Programme for senior managers with line management responsibilities to increase their effectiveness so they are excellent people managers. 	<ul style="list-style-type: none"> Completion of initial Programme by April 2023 and progression for relevant staff through accredited course and further training
1.1	April 2023	<ul style="list-style-type: none"> Set out clear routes for the development of our leaders and managers including coaching, mentoring, secondment and shadowing opportunities, and peer review involvement. 	<ul style="list-style-type: none"> Uptake of these opportunities with evidenced increased leadership qualities of our managers and leaders through appraisals and 121s

LM	Year	Specific actions	Measure of success
1.1	2024/25	<ul style="list-style-type: none"> Review effectiveness of Leaders and Management Development Programmes and Competencies to ensure that they continue to be effective 	<ul style="list-style-type: none"> Updated Development programmes Reviewed Competency Framework Feedback says that their managers are leading with a clear sense of direction and leadership

LM 1.2 Leading, developing and maintaining a high performing workforce

LM	Year	Specific actions	Measure of success
1.2	April 2023	<p>Heads of Services will drive continuous improvements in Service Delivery and will Performance Manage their teams by:</p> <ul style="list-style-type: none"> managing and delivering relevant service delivery plans and KPIs with regular reporting performance managing their Teams through: <ul style="list-style-type: none"> objective setting appraisals assessment against competency framework regular 121s (including professional and personal development, health & well-being) regular team meetings (face to face once a month) motivating and empowering their teams providing guidance and training role profiles for all staff regular conversations with all team members 	<ul style="list-style-type: none"> Performance Management via iTrent with quarterly reports to SLT Objective setting for all staff completed by May 2023 Evidenced team meetings taking place Service updates to SLT Sharing of best practice across services Our staff tell us that they are supported in their personal and professional growth, continuous learning with the right tools to do their job well

LM 1.3 Engage effectively with our councillors

LM	Year	Specific actions	Measure of success
1.3	2023/24	<ul style="list-style-type: none"> ● Political awareness – Senior managers engagement with political leaders to understand and deliver corporate strategies and priorities. ● Mentoring from SLT on how to better perform strategically and politically 	<ul style="list-style-type: none"> ● Positive feedback from our Councillors on improved engagement and awareness

LM 1.4 Work with external partners and bodies to ensure best value for our residents

LM	Year	Specific actions	Measure of success
1.4	2024/25	<ul style="list-style-type: none"> ● Collaborative working across the Organisation and effective working with other partners and organisations exploring other leadership initiatives. 	<ul style="list-style-type: none"> ● Developing and building on relationships with other partners and organisations.

LM 1.5 Achieving best in class at awards and national standards

LM	Year	Specific actions	Measure of success
1.5	2024/25	<ul style="list-style-type: none"> ● Achieving the criteria in Investors in People Accreditation ● Achievement national award standards for performance, supporting people, innovation, good employer. 	<ul style="list-style-type: none"> ● Working towards achieving and maintaining awards and accreditations



Success

We will know we are succeeding when:

- There is a more balanced relationship between the organisation and our staff
- We have addressed the current key drivers that are highlighted in staff feedback and surveys
- We can communicate with each other across the organisation effectively



And we'll monitor progress of the Plan through:

- Monthly meetings of the Strategic Delivery Board
- Keeping all staff updated through 'The Flash'
- Encouraging ideas and thoughts from you on our progress through team meetings and focus group





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