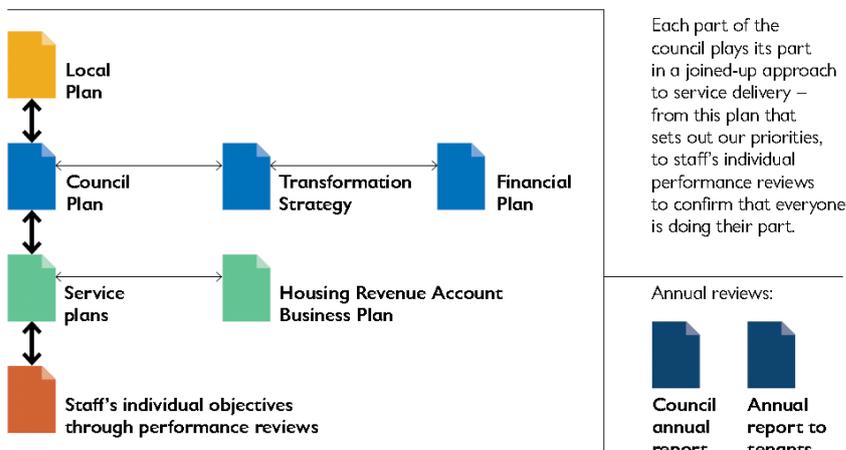


Service Planning 2020-21

Organisational Development

Version 2.0

April 2020 – March 2021



Strategic Lead:

Portfolio holders:

Service Plan Template 2020-21: Contents Page

Section 1	Brief description of service and purpose(s)
Section 2	Key achievements in 2019-20
Section 3	Looking forward: what we will do in 2020-21
Section 3a	Looking forward: any Service challenges or pressures for next 3 years
Section 3b	Looking forward: options for doing things differently
Section 3c	Looking forward: what we will measure, how often and for whom
Section 4	Resources and workforce planning
Section 5	Training and development
Section 6	Service risks: current and new/emerging
Section 7	System Thinking
Section 8	Equalities and safeguarding
Section 9	Climate change

Notes for Strategic Leads and Service Leads:

*Certain parts of this form will be pre-populated. This will include your turnover, full time equivalent/headcount and absence rates.

Shaded areas are for guidance.

When you have completed your Service Plan:

- ✓ Save to O:\Service Plans. Final versions will be placed on the intranet/internet
- ✓ Communicate it to your staff
- ✓ Keep it under review – make it a live document which adds value!
- ✓ Use it to formulate individual objectives

Section 1 – Brief description of service and purpose(s)

What we do and who we deliver to

The Organisational Development, Transformation and Equalities service comprises activities in relation to the development of the council plan and key corporate strategy, corporate performance management, engagement and funding, internal and external communications and marketing/campaigns, human resources, learning and development, staff engagement and payroll services.

The service supports the development of the council plan and the development of key corporate strategy for example: Commercialisation, Fit for Purpose and Careful Choices. The service also provides performance monitoring information to Members on a monthly, quarterly and annual basis.

The service is pivotal in supporting the council in developing strategies to ensure that our residents and stakeholders are informed and consulted about the work of the council and key projects. This includes using a variety of communication tools such as our Residents' magazine, social media and traditional press/marketing campaigns as well as consultation such as our Residents' Viewpoint Survey. The service also provides consultation support and expert advice to all service areas conducting consultations.

The Strategic Lead is responsible for transformational projects such as creating the vision for WorkSmart (new ways of working) and ensuring the underpinning technology is delivered from Strata. This includes customer access and in particular developing our digital capability so that we can provide our customers with access to council services across all channels. The service is also responsible for overseeing the development of our website and online transactional capability and working with Strata to respond to the growing number of customers who wish to transact online.

The service provides support to the organisation in relation to organisational design, human resource and people strategy, staff engagement, learning and development, employment policy, management information for both EDDC and Strata Solutions Ltd.

	<p>The service provides Payroll Services to East Devon District Council and Strata Service Solutions Ltd.</p> <p>The Strategic Lead also acts as Client Lead for Strata ensuring that projects and Business Change Requests are prioritised appropriately and that communication between EDDC and Strata is effective.</p>
How we deliver and ensure equal access	This service is delivered in house. We work closely with UNISON to ensure our policies and practices are fair and we negotiate with UNISON to implement changes to terms and conditions of service.
How we compare	<p>We use external endorsement from Investors in People to benchmark our processes and have achieved Gold status for the second time. Additionally, we use key performance indicators such as sickness levels, turnover, number of grievances and disciplinary issues.</p> <p>We are regularly audited by South West Audit Partnership and have received a 'substantial' rating for our People Strategy and Payroll service provision.</p>
Statutory elements of the service	Payroll services, pensions administrations and employment law, Human Resources, Learning and Development and Union Recognition.
Current net budget (excludes Internal support charges and capital budget)	Net expenditure is £1,073,560 with £269,290 being met from reserves and £803, 640 in year funding.

Section 2 – Key achievements in 2019-20		
	<i>Briefly describe key achievements and what outcomes were created. This will inform Annual Report at year end.</i>	<i>Strategic link to Council Plan priorities</i>
1	Wide collaboration across Members and EDDC to develop the Council Plan for adoption in December 2019.	Council Plan
2	<p>Managing the HR and people workstream in relation to our office move including HR related issues, Tupe and consultation as well as internal and external communications. WorkSmart strategy and policies have now been shared with Devon and Cornwall Police, Exeter City Council, Teignbridge District Council and Devon County Council as a best practice approach.</p> <ul style="list-style-type: none"> • WorkSmart Workshops to engage staff in new ways of working – setting out details of new office and IT provision. • WorkSmart Workshops with line managers to reiterate key policy, outline what is expected of them and to understand the lessons learn from the Exmouth relocation. 	Outstanding Council

	<ul style="list-style-type: none"> • Development of 'Welcome to Blackdown House' pack detailing information across HR, Strata, H&S, Property Services and Car Parking. • 121 consultation provided for appropriate staff in relation to moving. 	
3	<p>Provision of human resources, recruitment and selection, payroll services, learning and development to EDDC and Strata. This includes staff engagement surveys, absence letters, reward statements, production of contracts and all contractual changes, case management investigations and support, employee consultations, payroll and tax returns, gender gap reporting and other statutory reporting, maintenance of i-Trent as well as administration for:</p> <ul style="list-style-type: none"> • 60 Starters for EDDC and 11 for Strata year to date • 47 Leavers for EDDC and 7 for Strata year to date • 6 disciplinary cases • 1 grievance • 38 training events with 665 attendees • 358 active on-line learners with 1637 modules completed <p>We have introduced a new Management Academy for all our people managers.</p> <p>We continue to provide payroll services to some town and parish councils.</p>	Outstanding Council
4	Development of Peer Review action plan.	Outstanding Council
5	Delivery of management, promotion and take up of Crowdfund East Devon, with at least 25 more community groups attending introductory sessions and at least 50% of available funding distributed.	Outstanding Council
6	Implementation of new flexitime and leave management system and upgrade to I – Trent.	Outstanding Council
7	Delivery of updated employment policies and in particular Menopause Awareness Policy and guidance which has been circulated to other districts.	Outstanding Council

8	<p>Media statistics from Dec 2018 - Dec 2019</p> <p>Social media: Twitter - followers 8,161 (+ 636), Facebook - followers 3,360 (+564), Instagram 1,038 followers (+805), YouTube – 33 subscribers, LinkedIn – 220 followers.</p> <p>East Devon e- newsletters – 9,400 subscribers (+2,105); East Devon Residents’ magazine (4,808 subscribers) produced seven editions with an eighth due in mid-December. We also have the Business and Economy Bulletin, sent out twice a year to around 1,500 subscribers; Wild East Devon News, sent to 3,219 subscribers every month, events newsletters such as Honiton Gate to Plate and Queen’s Drive Space and a weekly twitter roundup.</p> <p>Newsletters in the pipeline include an EDDC Climate change update, What’s New in Licensing and Planning News. Thelma Hulbert and Recycling are two further newsletters we are working on.</p> <p>Media: Media inquiries: 360 Press releases: 131 Statements: 129</p> <p>East Devon app – 20,590 (+ 2,800)</p> <p>Website – 900,000 + visitors</p>	
---	--	--

Section 3 – Looking forward : what we will do in 2020-21 (service objectives)				
Key Service Objectives (<i>please include consultation or procurement activity required</i>)	Financial/ corporate resource	Lead Officers	Start date	End date
<i>Please highlight any projects so that they may be recorded and monitored in SPAR. See project guidance document for the definition of a project.</i>				
4) Outstanding council and council services				
Test the market for income generation by offering East Devon businesses opportunities to buy delegate places on our existing training and development programme	Corporate resource	Karen Simpkin/Ann Woodland	March 2020	March 2021

Carry out Viewpoint Survey consultation and collate results and report to Council – timing during the year to be agreed by Cabinet	Budgeted amount £3500	Karen Simpkin/Jamie Buckley	April 2020	April 2021
Develop ‘Knowing East Devon Towns’ to supplement Knowing East Devon (this is separate from the working being carried out by the Economic Development Team)	Corporate resource	Joanne Avery	April 2020	May 2020
Ensure compliance of website to meet standards outlined in accessibility legislation	Corporate resource	Richard Amofa	April 2020	September 2020
Implement Learning Management System	Corporate resources and budget	Karen Simpkin and OD/Strata Project Team	April 2020	December 2020
Develop Community Engagement Policy which will incorporate a corporate summary of existing formal channels of engagement and recommendations for developing this (in line with the recommendations from the Peer Review Team)		Jamie Buckley	April 2020	September 2020
Continue to develop 225 existing lagan transactions into Firmstep; reducing cost and creating efficiencies in each process	Firmstep project resources. Finance agreed in 2019/20 budget.	Richard Amofa	Ongoing	Ongoing
Review existing Welcome module to update the tool and content. Develop a similar module for keeping existing staff updated in key areas.	£6000 budgeted	Karen Simpkin/Joanne Avery/Strata	April 2020	April 2021
Refresh equality policy and equality objectives	Corporate resource	Karen Simpkin	April 2020	September 2020
Develop a revised format for corporate reporting incorporating Power BI dashboards	Transformation Strategy – £6,000	Karen Simpkin/Joanne Avery/Strata	April 2020	April 2021
Provide HR, employment law advice and organisational design expertise to support ‘fit for purpose’ and restructuring	Corporate resource	Karen Simpkin/Jenny	April 2020	April 2021

		Summers/Caroline Hall		
Review and implement recommendations from Investor in People review for EDDC and Strata	Corporate resource	Karen Simpkin	April 2020	April 2021

Section 3 a – Looking forward: any Service challenges or pressures for the next three years? (Revenue/Capital)

1. Fit for purpose implications on capacity and skillsets
2. Recruitment and retention of officers with skillsets where we compete with the private sector.

Section 3 b– Looking forward: options for doing things differently – this section is vital due to the funding gap we face over the next few years.

Please outline any opportunities to do things differently using the following key strategic themes:

Commercialisation

Fit for purpose

Careful choices

1. Income generated through selling training courses.

Section 3 c – Looking forward: Changes to measures and performance indicators - what we will measure, how often and for whom

Measure/indicator	How often – monthly, quarterly, bi-annually, annually	For whom? Cabinet, Overview and Scrutiny	Link to Corporate Priorities (listed on page 3 1,2,3 or 4)	Responsible Officer for production of management information	Retain this measure (yes/no) or new
Average sickness (EDDC and Strata)	Monthly	Cabinet and Scrutiny	Continuously improving to be an outstanding council	Sarah Vincent	Yes

Total average headcount against budget (EDDC and Strata)	Quarterly	Scrutiny	Continuously improving to be an outstanding council	Sarah Vincent	Yes
Cumulative voluntary turnover (EDDC and Strata)	Quarterly	Scrutiny	Continuously improving to be an outstanding council	Sarah Vincent	Yes
Number of redundancies	Quarterly	Scrutiny	Not linked to any aims	Sarah Vincent	Yes
Cost of recruitment per vacancy (EDDC and Strata)	Annually	Cabinet and Scrutiny as required	Continuously improving to be an outstanding council	Sarah Vincent	Yes
Percentage of staff paid accurately (EDDC and Strata)	Annually	Cabinet and Scrutiny as required	Continuously improving to be an outstanding council	Chris Hall	Yes
Social media activity for EDDC	Annually	Cabinet and Scrutiny as required	Continuously improving to be an outstanding council	Richenda Oldham	Yes

Section 4 – Resources and workforce planning

Full time equivalents/Headcount as at 01/04/2019	FTE = 12.7 Headcount = 15
Turnover (April 2018 to March 2019)	Voluntary Turnover = 0% Voluntary & Non Voluntary Turnover = 0%
Absence (April 2018 to March 2019)	Days lost per person: 2.56 days

Section 5 – Training and development

Team based skills/development required – please identify training required that is not currently available	Who for	Expected outcome	When
1. I Trent – electric version	HR and Payroll Teams	Proficiency in using the upgraded system	Ongoing

Section 6 – Risks

New/emerging risks description – See attached Risk Register for current service risks	Impact [minor, significant, serious, major]	Likely-hood [remote, unlikely, likely, very likely]	How managed/controlled What action will you take to reduce/minimise risk
1.			
2.			

Section 7 – System thinking

Which services have been reviewed	Recruitment	
Future systems to be reviewed	Service	Date of review
	Starters and Leavers process in conjunction with Strata and the new Strata portal	January 2019

Section 8 - Equalities and safeguarding

New / emerging equalities risks	Impact Level [High, Medium, Low]	How managed/controlled

1. Ensuring training is regularly undertaken	High	Implementation of Learning management system
--	------	--

Section 9 – Climate change

There will be a corporate action plan around climate change but please note here any particular climate change initiatives which will be implemented within your service.

1. Support to climate change workshops through administration
2. Support to climate change agenda through management of Strata Graphic Design output using green principles.