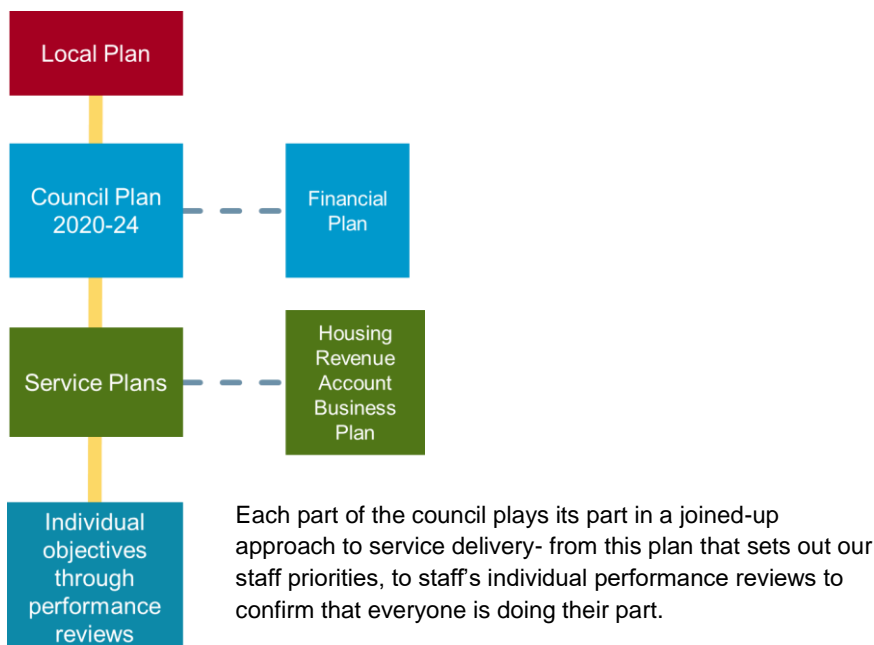


Service Planning 2021-22

Organisational Development, Transformation and Equalities Service

Version 2.0

April 2021 – March 2022



Strategic Lead: Vacant

Portfolio holders: Cllr Loudoun

Service Plan Template 2021-22: Contents Page

Section 1	Brief description of service and purpose(s)
Section 2	Key achievements in 2020-21
Section 3	Looking forward: what we will do in 2021-22
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

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 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 service also supports the development of our digital capability so that we can provide our customers with access to council services across all channels and oversees the development of our website and online transactional capability, 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.

The service provides Payroll Services to East Devon District Council and Strata Service Solutions Ltd along with a small number of other local government based organisations.

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	We use external endorsement from Investors in People to benchmark our processes and have achieved Platinum status. Additionally, we use key performance indicators such as sickness levels, turnover, number of grievances and disciplinary issues. We are regularly audited by South West Audit Partnership and have received a 'substantial' rating for our People Strategy and Payroll service provision.
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)	

Section 2 – Key achievements in 2020-21		
	<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	Ensuring staff welfare through the lockdown period and beyond with welfare calls to vulnerable and shielding staff, increased staff communications and policy changes. Production of wellbeing resource and 'Worksmart – the new normal' protocols and supporting ensuring the Council was covid secure.	Outstanding council
2	Setting up of the COVID-19 hub on our website providing information and guidance for all our residents and businesses and leading on engagement with East Devon's Coronavirus community efforts.	Outstanding council
3	New COVID-19 newsletters to Staff, residents and businesses covering latest guidance.	Outstanding council
4	Achieved Investors in People Platinum level award.	Outstanding council
5	Accessibility project for our website, ensuring that our website is accessible for all web users.	Outstanding council
6	Creation of a new welcome module for staff	Outstanding council
7	Furloughing workers and processing furlough payments.	Outstanding Council
8	Implementation of iTrent electric and associated migration of records/flexi scheme changes.	Outstanding Council
9	Provision of human resources, recruitment and selection, payroll services, learning and development to EDDC and Strata. This includes staff engagement surveys, absence letters, reward	Outstanding Council

	<p>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"> • 67 Starters for EDDC and 6 for Strata for the year 2020 • 43 Leavers for EDDC and 6 for Strata year 2020 • 3 disciplinary cases in 2020 • 4 grievance in 2020 • 44 Training events , 437 attendees mostly virtual sessions via Skype and more recently Zoom from April to Dec 2020 • 324 active on-line learners with 1268 modules completed from April to Dec 2020 <p>We continue to provide payroll services to some town and parish councils.</p>	
10	Introduction of new Agency contract and process for provision of temporary and hard to recruit to employee resource.	Outstanding Council
11	Introduction of and training for mental health first aiders at EDDC and Strata Services Ltd	Outstanding Council
12	Worked with Elected Members to distribute £25,912 to worthy community based not for profit projects through Crowdfund East Devon.	Outstanding Council
13	<p>Communications team – 2020 outputs (2019 comparisons)</p> <p>Social media: Twitter - followers 8,877 (+ 716), Facebook - followers 4,936 (+1,576), Instagram 1,454 followers (+416), YouTube – 270 (+237) subscribers, LinkedIn – followers 836 (+616).</p> <p>e-Newsletters: East Devon e- newsletters – 13,282 subscribers (+3,882); Total no of East Devon e-newsletters sent out during 2020; 217 (+161) including 55 Coronavirus residents’ and business updates.</p> <p>Media: Press inquiries: 252 (-100) Press releases: 142 (+11) Statements: 141 (+12)</p> <p>Web: East Devon app – 25,260 (+4,670) Website visits – 1,292,482 visitors (+293,440)</p>	Outstanding Council

Section 3 – Looking forward : what we will do in 2021-22 (service objectives)				
Key Service Objectives (please include consultation or procurement activity required) <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>	Financial/ corporate resource	Lead Officers	Start date	End date
4) Outstanding council and council services				
Implement Learning Management System	Corporate resources and budget	HR Team/Strata Project Team	April 2021	December 2021
Update the corporate Equalities policy	Corporate resources	Mark Williams / John Golding / Joanne Avery	April 2021	December 2021
Support the development of the new Council Plan	Corporate resources	Mark Williams / Joanne Avery	January 2021	July 2021
Provide HR, employment law advice and organisational design expertise to support 'fit for purpose' and restructuring	Corporate resource	HR team	April 2021	April 2022
Continue to develop existing lagan transactions into Firmstep; reducing cost and creating efficiencies in each process	Firmstep project resources. Finance agreed in 2019/20 budget.	Postholder to be recruited / Alison Stoneham	Ongoing	Ongoing
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 2021	September 2021
Develop a revised format for corporate reporting incorporating Power BI dashboards	Corporate resource	Joanne Avery	October 2020	September 2021
Develop a Community Engagement Policy	Corporate resource	Jamie Buckley	April 2021	March 2022

Review the Participatory Budgeting Policy which is used to work with town and parish councils to spend Section 106 monies from new developments.	Corporate resource	Jamie Buckley	April 2021	March 2022
Continuing to deliver Staff wellbeing events, and increase health promotion around identified need	Corporate resource	HR Team	April 2021	March 2022

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

1.

2.

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.

1. To be reviewed through 2021

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	Alison Stoneham	Yes

Section 4 – Resources and workforce planning

Full time equivalents/Headcount as at 01/04/2020	FTE = 13.2 Headcount = 16
Turnover (April 2019 to March 2020)	Voluntary Turnover = 0% Voluntary & Non Voluntary Turnover = 0%
Absence (April 2019 to March 2020)	Days lost per person: 0.9 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
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1. None identified			
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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
No new risks identified			

Section 7 – System thinking

Which services have been reviewed	Recruitment, Starters and Leavers	
Future systems to be reviewed	Service	Date of review
	None identified	

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
2. Review of the Equalities policy to be undertaken in 2021	High	To be completed in 2021