

ORGANISATIONAL DEVELOPMENT (OD) - SERVICE PLAN - 2022/23 Head of Service: Ken Miles (Nikki Gordon, OD Manager)

Team: Human Resources

Version No: 0.1

Date: 2nd December 2021

Corporate Objectives

- 1) North Devon Futures
- 2) Financial Security
- 3) Customer Focus
- 4) Environment

Business as usual core function (brief bullet points only)

- 1) Human Resource services, responsive to change and able to support transformation
- 2) Health and Safety
- 3) Organisational Development

ACTIONS AND OBJECTIVES

Resources

Action No.	Corporate Plan	What you aim to achieve					on	Managed by	Assigned to	Resource Requirement		Dates		FINANCE			Additional Comments	
		Headline Action	How will it be delivered? Is a business case or PID required?	What will be delivered and what are the benefits?	Measures - how will we measure success?	Highlight any risk - political, operational, to public, staff, tenants, Community Impact Assessment, Financial				ICT HR Legal Estates Procurement Communications Consultation Other	Date for Required Resource (be as accurate as possible)	Start Date	Target Date for completion	Revenue - £ Expenditure / (Income) Reduction (-) / increase (+) Show costs as accumulated Estimate (E) Actual (A)	Capital - £ Expenditure / (Income) Reduction (-) / increase (+) Estimate (E) Actual (A)	Yr1 21/22		Yr 2 22/23
Action No.	Corp. Obj No.	ACTION	DESCRIPTION	OUTCOME	MEASURES	RISK	LEAD	OFFICER/ TEAM	RESOURCE	DATE	START	TARGET	Yr1 21/22	Yr 2 22/23	Yr 3 23/24	Yr1 21/22	Yr 2 22/23	Yr 3 23/24
OD 1 (New)	3	Service areas restructure and capacity building following SMT restructure/call to action	Business cases for recruitment	Appropriate structures in place to allow flexibility and support our one team	Capacity to deliver corporate priorities	Affordability/recruitment difficulties	NG	OD	SMT/HR/UNISON		now	Ongoing						
OD 2 (New)	3	Appraisals/performance reviews Graduate programme and possible reintroduction of business trainee scheme using the levy. OD programme performance & talent management		Revised, updated, flexible and fit for purpose process in place fully supportive of our behaviours	Real time reviews/check ins more flexibility	Itrent system will support these changes when we reach this part but can develop process	NG/TC	OD	SMT/Managers/ PMO/officers/ Comms/Unison/ OD Group		Apr-22	Dec-22						
OD 3 (New)	3			Explore feasibility, increased networking and working with Petroc / Uni	Ability to grow our own future talent	May not be possible using levy funding	NG/TC	OD	SMT/Managers/ PMO/officers/ Comms/Unison/ OD Group		Apr-22	Dec-22						
OD 4 (New)	3	OD Delivery Programme - Create an Empowering Organisation- Embed new behaviour framework		New framework embedded and included in NDC processes and procedures such as recruitment and appraisals	Behaviour framework fully becomes the norm and demonstrated by all	Lack of engagement with new framework, although poor behaviours will be challenged	NG	OD	SMT/Managers/ PMO/officers/ Comms/Unison/ OD Group		Ongoing	Ongoing						

Set out below are those Service Plan Actions from prior years that are still live and being carried forward

HR01 21/22 (B/F)	2	Comensura - review the use for provision of agency staff currently an agreement with Mid Devon/South Hams/Teignbridge/Torridge/West Devon/Dartmoor NP	Business Case - if Comensura contract is continued. PID if changing to something new. Have stayed with Comensura suggest we cancel action for now	To ensure we are getting the best value for money through the use of agency staff	Increased availability of agency staff, easier to source for Professional posts, without having to go outside scope		NG	SMT	HR/Legal/service users		Dec-20	Jul-21						
HR02 21/22 (B/F)	2&4	Undertake review of car designations in light of new ways of working		Clearer understanding of current position	Potential cost savings more appropriate car scheme bring in line with other authorities	Depends on outcome	NG/AT	HR/Payroll	Unison/HR/Payroll /Managers/Comms			As soon as possible Mar-23						
HR 03 21/22 (B/F)	2	Explore feasibility of new Job Evaluation Scheme		Decision re feasibility re if we should/need to move to a new scheme	Ensure fit for purpose robust system in place be that existing or new	Financial risks as could be inflationary. Risk of not being able to attract and retain staff, poor morale.	NG	HR/Payroll	HR/Payroll/Comms/Unison External support SWC			Apr-22						Will depend on outcome and delivery method as part of OD programme to be agreed date given is to explore feasibility only

BUILDING
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Goal 1

Yes

COMMUN
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Goal 2

No

COMMUN
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PLANNIN

Goal 3

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SAFETY

Goal 4

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