

The following outline plan sets out the key areas of action identified within the Workforce Plan. The current work underway, which will contribute to overcoming these challenges, will identify any required further action to be taken by the authority including an indication of their relative priority.

Key area	Current initiatives	Required action 06/07
<p>Developing leadership capacity</p>	<ul style="list-style-type: none"> • Management development is delivered through the core management development programme. • Work with Devon Improvement Group has resulted in two senior officers attending leadership programmes. • Leadership competencies have been identified at County level. 	<ul style="list-style-type: none"> • Develop competencies for all levels. • Embed competencies into appraisal and performance management. • Embed competencies into training and develop initiatives. • Introduce a leadership programme which incorporates 360 degree feedback against the competency framework.
<p>Developing the skills and capacity of the workforce</p>	<ul style="list-style-type: none"> • Corporate training portfolio gives access to learning and development opportunities. • Local training budgets provide skills development for specific job related skills. • The training request and post training evaluation process ensures the learning experience is evaluated. • Career pathways exist in some directorates. 	<ul style="list-style-type: none"> • Introduce a mentoring programme to facilitate development outside of normal 'classroom style'. • Consider introduction of 'Employee Volunteering Scheme' to facilitate skills development linked to appraisal. • Introduce ways of monitoring and evaluating total training budget spend. • Introduce career pathways across the Council and link these more specifically to pay. • Identify a programme to develop career paths in the organisation. • Ensure development plans are used regularly for skills, knowledge and competency development.

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Developing the skills and capacity of the workforce	<ul style="list-style-type: none"> • Development of customer standards is underway. • Roll out of training supporting new technology for new ways of working. • Equality and diversity training will be delivered through e-learning. • Achievement of Investors in People standard. • Work with Devon Improvement Group to develop shared learning initiatives and resources. 	<ul style="list-style-type: none"> • Roll out 'Service Excellence Training' across the Council to support the Customer Service Strategy • End user training will be delivered to all those working in the Customer Services Centre. • Use the Learning Portal to increase our percentage of training delivered through e-learning • Continue commitments towards new Investor in People standards. • Continue to work with DIP and maximise the potential of the Learning Portal as a shared resource. • Continue to find ways to work with other authorities to share learning resources and deliver joint training initiatives wherever possible.
Developing the organisation	<ul style="list-style-type: none"> • People data is produced on a monthly and quarterly basis to provide managers with key people statistics such as absence rates and turnover. • Trigger reports are now available to highlight to managers that action may need to be taken with regard to absence. • The introduction of project management PRINCE 2 methodology has commenced. 	<ul style="list-style-type: none"> • Discussions around performance management and absence issues should be incorporated into one to ones as a matter of course. • Develop people data to incorporate summary of retirements due to take place in next quarter. • These reports need to be generated more consistently and be accompanied with regular meetings with Human Resources to ensure all possible action is taking place. • This approach needs to be embedded within the organisation and made accessible to all areas.

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<p>Developing the organisation</p>	<ul style="list-style-type: none"> • Service planning is now embedded and has evolved considerably to ensure ‘silo’ thinking is broken down. • Implementing the Race Equality and Local Government Equality Standards. 	<ul style="list-style-type: none"> • A review of performance and performance tools is required together with recommendations about our approach to performance management. • Embedding shared learning and improvement approach. • Work towards Level 2 of the Equality Standard. • Review the approach used in the Staff Satisfaction Survey and incorporate proposals from ‘Enhancing’ Workshop.
<p>Resourcing in local government</p>	<ul style="list-style-type: none"> • Recruitment and Selection Policy has been reviewed to ensure fit for purpose. • Recruitment and selection training has been delivered as part of the Core Management Development Programme. • Reliance on direct advertising has been replaced by introducing use of agencies and internet advertising. • A significant number of work experience placements are arranged each year to ensure that our profile as a good local employer remains high. This also helps to break down stereotyping of local government posts. • Flexible working, job sharing and home working policies are all in place. 	<ul style="list-style-type: none"> • Develop on line application form with ICT. • Enhance links with universities/colleges/apprenticeship schemes. • Continue to explore opportunities for job sharing and home working, particularly in Environmental Health and Building Control.

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Resourcing in local government	<ul style="list-style-type: none"> • Partnership working to support trainees is being researched. 	<ul style="list-style-type: none"> • Sponsorship of trainees for 'hard to fill' posts and targeting of 6th formers through careers fairs. • Develop 'Reward Statements' which would be annual statements highlighting individual remuneration packages.
Encourage a co-ordinated approach to workforce planning across East Devon District Council.	<ul style="list-style-type: none"> • Workforce planning is an integral part of service planning. • The Head of Organisational Development is responsible for reviewing the Workforce Plan after the cycle of Service Planning is complete (by end of each January) 	<ul style="list-style-type: none"> • Consultation and agreement to this document needs to be obtained by Strategic Management Team, Executive Board and UNISON.