


Workforce Development Strategy 2019 - 2024

Delivery Plan Review


Annual Delivery Plan Actions 2022/2023

The Workforce Development Strategy is a 5 year plan, commencing last year in 2019. The below table illustrates progress to date on the areas set out in the strategy and sets out actions to the end of the financial year 2023.

1. Releasing Productivity			
Areas Identified	Status	Progress on 2021/2022 actions	Actions for 2022- 2023
<p>IT and digital skills</p> <p>Induction</p> <p>Culture of continuous improvement</p>	<p>☹️</p>	<p>Deliver reward and ‘thank you’ systems. This has been discussed and is on the work plan for the Business Transformation Team to develop, but other projects have needed to take priority for the Business Transformation Team.</p> <p>Identify core IT and digital skills for each job role: A training matrix has been developed for every role in the council, identifying the training requirements including those for IT and digital skills.</p> <p>Identify IT training needs for now and future developments: All staff are now established with Office 365. The annual personal and professional development process has been amended to actively encourage managers and staff to consider training needs for future challenges. A horizon scanning meeting is scheduled for each year with the IT manager.</p>	<p>Deliver reward and ‘thank you’ systems.</p> <p>Identify IT training providers if necessary to meet needs</p>

		<p>Induction: corporate induction has been refreshed, local induction improved with more guidance for managers.</p> <p>Establish an OD events schedule to work cross-department on complex or entrenched issues: We have not developed a schedule but instead, the Culture and Comms working group is taking forward a number of actions to maintain and develop the culture of the council. OD events have been held in particular within Development Management and One Legal.</p>	
2. Digital Transformation			
Areas Identified	Status	Progress on 2021/2022 actions	Actions for 2022- 2023
<p>Recruiting and selecting for a digital environment</p> <p>Service reviews and business transformation</p> <p>Promoting digital working</p>		<p>Deliver the Recruitment and Onboarding programme: The Eploy system has been purchased and successfully implemented, a new careers microsite including videos has been launched, highlighting the advantages of working for our council.</p> <p>Deliver the HR Self-Service platform for staff and managers: Pressures on the Business Transformation Team have delayed the launch of the new system until Autumn 2022, but significant progress has been made to deliver this objective including data cleansing and collection, process mapping and consultation with key stakeholders.</p> <p>Create total rewards programme (cars, bikes, annual leave etc and learning, agile working etc): A salary sacrifice scheme for bikes has been launched, a new agile working policy is in place and a new low emission vehicle salary sacrifice scheme has</p>	<p>Deliver the HR Self-Service platform for managers and staff.</p> <p>Implement a salary sacrifice scheme for electric / low emission cars and for the purchase of additional annual leave.</p> <p>Launch new job description / person specification template.</p> <p>Procure a learning and development system which helps to identify and develop talent.</p> <p>Explore partnerships with others to increase exposure to digital innovation</p>

		<p>been agreed with management team for implementation in summer 2022. In view of COVID it has not been appropriate to progress the ambition for a scheme to buy additional annual leave, but this will continue to be an objective for 2023.</p> <p>Work with managers to incorporate digital ability and capacity assessments into recruitment for relevant roles: all managers are now provided with information re assessing for digital skills ahead of interviewing, and a new draft job description/person specification template is awaiting approval which prompts managers to think about digital/IT skills requirements. The Business Transformation Team are also supporting the work around building digital skills.</p> <p>Review Personal and Professional Development (PPD) processes to ensure it supports continuous improvement, digital working, identifies high fliers and is flexible to all roles: The PPD paperwork has been reviewed and exploratory conversations have taken place in respect of learning and development digital systems.</p>	(Uni of Glos business school) and other developments in innovative thinking
3. Commercialisation			
Areas Identified	Status	Progress on 2021/2022 actions	Actions for 2022- 2023
Recruitment Role responsibilities and skills	😊	Make Tewkesbury’s vision, values and behaviours more visible around the offices: Whilst a full return to the office took longer than anticipated we have continued to raise the profile of the vision, values and behaviours within the council and externally. They are now embedded in all new HR documents (handbook,	Ensure that the plans for visibility of vision, values and behaviours remain part of the post-COVID office work.

<p>Culture and behaviours</p> <p>Leadership and training</p>		<p>policies etc) and they are now visibly incorporated into the personal and professional development documentation. A specific 'Our Culture' section of the careers site draws candidate's attention to our vision and values. Visibility of the vision and values is an objective which has been identified by the post-COVID office working group.</p> <p>Undertake benchmarking for advertising to ensure posts are targeted to the greatest number of suitable candidates: The new Eploy system ensures we can now report with ease on where candidates saw our job adverts to ensure we are using effective methods of advertising.</p>	<p>Undertake further analysis of candidate information and explore new recruitment pools ie LinkedIn and working with Forces resettlement.</p>
4. Workforce Resilience			
Areas Identified	Status	Progress on 2021/2022 actions	Actions for 2022- 2023
<p>Invest further in apprenticeships</p> <p>Career progression</p> <p>Performance Management and Personal Development</p> <p>Succession Planning</p>		<p>Maximise higher degree level apprenticeships for current staff: The council is maximising our apprenticeship levy, spending it in full each year to develop our staff on formally recognised apprenticeship programmes which upskill our staff as well as acting as a retention tool.</p> <p>Create a method / invest in technologies which capture PPD information to inform succession planning and training investment decisions: A method has been established for capturing this information but it remains a manual process which will need to be further digitised as we invest in a new system in 2023.</p>	<p>Procure a learning and development system which helps to identify and develop talent.</p>

5. Being a Great Place to Work			
Areas Identified	Status	Progress on 2021/2022 actions	Actions for 2022- 2023
<p>Leadership</p> <p>Employer brand and marketing</p> <p>Flexible working</p> <p>Health and Wellbeing</p> <p>Everyone's Council</p> <p>Engagement and Involvement</p>	<p>☹️</p>	<p>Complete total rewards programme: Significant progress has been made on this objective (new Agile Working policy, new salary sacrifice scheme) but there remains work to be done to complete this. The council has achieved a new wellbeing accreditation from an external assessor which recognises the excellent provision the council makes for wellbeing: the Healthy Workplaces Gloucestershire Charter.</p> <p>Review job evaluation processes: Due to work pressures on key stakeholders it has not been possible to complete this work.</p> <p>Create a system of regular reporting on key metrics for management team: Management team receive reports each quarter, new systems planned for HR self service and learning and development will enhance the availability and quality of data available.</p> <p>Collect diversity data for all staff: This has been completed, including capturing this information for all new applicants for roles.</p>	<p>Implement a salary sacrifice scheme for electric / low emission cars and for the purchase of additional annual leave.</p> <p>Review job evaluation processes and initial review of pay structures.</p>