


Workforce Development Strategy 2019 - 2024

Delivery Plan Review


Annual Delivery Plan Actions 2023/2024

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 2024.

1. Releasing Productivity			
Areas Identified	Status	Progress on 2022/2023 actions	Actions for 2023- 2024
IT and digital skills Induction Culture of continuous improvement	😊	<p>Deliver reward and ‘thank you’ systems: A number of options have been considered with the Business Transformation Team. Team and individual ‘thank yous’ and ‘shout outs’ have been incorporated as standard items into the Staff Briefing and ‘Alistair’s Update’ sessions.</p> <p>Identify IT training providers if necessary to meet needs: A new digital learning lab subscription has been purchased from the corporate training budget to allow the Business Transformation and IT & Cyber teams to experiment with the latest programmes and systems to ensure that the council is up to date with the latest technologies to keep us safe and continuously improving.</p>	All actions identified in the Workforce Development Strategy have been completed
2. Digital Transformation			
Areas Identified	Status	Progress on 2022/2023 actions	Actions for 2023- 2024

<p>Recruiting and selecting for a digital environment</p> <p>Service reviews and business transformation</p> <p>Promoting digital working</p>		<p>Deliver the HR Self-Service platform for managers and staff: The MyHR system has launched this year, with all staff now completing their timesheets, requesting leave and recording sickness absence through the system.</p> <p>Launch new job description / person specification template: A new template has been launched and is in use</p> <p>Explore partnerships with others to increase exposure to digital innovation (Uni of Glos business school) and other developments in innovative thinking: This item has been partly delivered through the purchase of the digital learning lab subscription which supports digital innovation. The council will continue to explore potential partnerships in 23-24.</p>	<p>Explore partnerships with others to increase exposure to digital innovation (Uni of Glos business school) and other developments in innovative thinking</p>
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3. Commercialisation

Areas Identified	Status	Progress on 2022/2023 actions	Actions for 2023- 2024
<p>Recruitment</p> <p>Role responsibilities and skills</p> <p>Culture and behaviours</p> <p>Leadership and training</p>		<p>Ensure that the plans for visibility of vision, values and behaviours remain part of the post-COVID office work: The Associate Director: People, Culture & Performance has an active role in the office refurbishment project where plans include raising the profile of the council's vision, values and behaviours through wall wraps and the digital screens around the office.</p> <p>Undertake further analysis of candidate information and explore new recruitment pools ie LinkedIn and working with Forces resettlement: The council is now actively using LinkedIn to promote suitable roles and has a number of new recruitment</p>	<p>Continue to ensure that vision, values and behaviours remain part of the office refurbishment project.</p> <p>Explore opportunities to work with Forces resettlement</p>

		reports available through our Eploy system. Whilst some early conversations have been had with forces resettlement, this will be explored further over the coming year.	
4. Workforce Resilience			
Areas Identified	Status	Progress on 2022/2023 actions	Actions for 2023- 2024
Invest further in apprenticeships Career progression Performance Management and Personal Development Succession Planning	☹️	Procure a learning and development system which helps to identify and develop talent: Significant progress has been made on this action and it is an active project under the council's Programme Board, it is expected that this will be delivered in 23-24.	Procure a learning and development system which helps to identify and develop talent
5. Being a Great Place to Work			
Areas Identified	Status	Progress on 2022/2023 actions	Actions for 2023- 2024
Leadership Employer brand and marketing Flexible working Health and Wellbeing Everyone's Council	☹️	Implement a salary sacrifice scheme for electric / low emission cars and for the purchase of additional annual leave: The salary sacrifice scheme for electric and low emission vehicles launched this year. We have not yet delivered the scheme for the purchase of additional annual leave but plan to do so in 23-24. Review job evaluation processes and initial review of pay structures: A significant review of pay structures was delivered this year in our Retention and Recruitment programme. Early	Implement a salary sacrifice scheme for the purchase of additional annual leave Review job evaluation processes. Develop an outcome based culture to support agile working Create a library of management toolkits for managing common issues including absence management, organisational

<p>Engagement and Involvement</p>		<p>indications are that this work has been positively impacting on our turnover and recruitment rates. Further work on updating our job evaluation process will be delivered in 23-24.</p> <p>In addition a new Employee Assistance Programme has been procured and the council has been awarded the Enhanced Workplace Wellbeing Award.</p>	<p>change, maternity, leavers to support consistency</p> <p>Use evidence based approaches to reducing the gender pay gap</p>
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