

Organisational Development Plan 2023 - 2027



Mansfield
District Council

Contents

Foreword	3
Our vision	4
Our principles and values	5
Themes and priorities	6
Key drivers for change	7
Key theme 1: Valuing our people	8
Key theme 2: Transforming our organisation	9
Key theme 3: Developing our people	10
The HR/Organisational Development Team's Commitment	11
Monitoring and review	11
Action Plan	
Key theme 1: Valuing our people	12
Key theme 2: Transforming our organisation	15
Key theme 3: Developing our people	17



Welcome to Mansfield District Council's Organisational Development Plan 2023-2027

Foreword



To help us support and serve the communities of Mansfield District, and deliver on our corporate plan, it is important that we have a clear vision for our people.

This plan sets out our key activities for the next five years and demonstrates our commitment to invest in our people at all levels across the Council, providing them with the development opportunities to learn and succeed for the future.

We are in a period of unprecedented change in local government in responding to the many challenges that we face. That means we have to transform the way we work, making best use of technology and being more responsive to our residents and our communities, and be able to flex and change to meet the needs of the future.

Our people are our most important asset and we must ensure that we all feel engaged and motivated to deliver the best possible services to our residents, businesses and visitors to the District.

It is important that you have a voice and can contribute to improving the way we work. Most often it is our people on the frontline who know their services and customers the best and how things can be done better. It is therefore important that we continue to recognise the value of the services we provide and how they support and improve the lives of our communities.

The vision of the plan applies equally to our entire workforce, regardless of where in the organisation you work, and sets out our commitment to investing in your wellbeing, your ongoing professional development and making sure that Mansfield District Council is an excellent and rewarding place to work and progress.

Trade Union statement

At Mansfield District Council we work closely with management, HR and employees both as individual unions and as a collective. We work in partnership to build a better place to work for all employees which in turn ensures we deliver excellent services to our communities. We are involved in negotiation and consultation on all the key issues relating to employment at the council and have regular meetings with both HR and management where a range of issues are discussed. We also support various differing initiatives for our members such as mental health, menopause.

Working in partnership (Trade Unions and management) is a benefit to the council and the Organisational Development Plan demonstrates the commitment of Mansfield District Council to its people which is fully endorsed by ourselves.



Our organisational development vision

#MansfieldDistrictTogether:

Together we can be the best that we can be

The Mansfield pledge

The plan sets out a commitment to every employee. This commitment – "The Mansfield Pledge" – ensures that Mansfield provides a great employee experience and is recognised as the "Employer of Choice".

We will achieve this through:



Looking after our people



A fair recruitment process and a warm welcome



Tailored personal and professional development opportunities and career progression



Supporting you to be well at work and enabling a good work life balance

Our principles and values

Our principles and values are reflected in who we are and what we do.

As an organisation, we promote and encourage our workforce to be ambitious, courageous and empowered. We achieve this by working towards our four core principles:



To support our principles, all team members are expected to demonstrate the following values.



Integrity

Be honest, transparent, respectful, professional and accessible



Teamwork

Collaborate, cooperate, provide leadership and be welcoming



Passion and Pride

Be committed, positive, enthusiastic, believe in yourself and recognise achievements



Empower and Involve

Engage with communities to listen and understand need, encourage contributions and communicate consistently



Excellence

Be innovative, deliver high quality, efficient, customer focused services and strive to continuously improve

Themes and priorities

Building upon 'The Mansfield Pledge', our vision will be delivered through three key themes and priorities:



Valuing our People

- Ensure we attract, recruit and retain the best people.
- Ensure the health and wellbeing of our people is at the heart of what we do.
- Ensure our workforce is diverse and inclusive and employees feel valued for who they are.
- Ensuring on-boarding, inductions, 1-2-1s and appraisals are meaningful and engaging. Recognising development opportunities and celebrating success.
- Ensure our people feel recognised for the great work they do.



Transforming our Organisation

- Ensure that we have a learning culture, where people are enabled and encouraged to expand their knowledge, skills and opportunities to innovate.
- Ensure we empower our people through active engagement.
- Ensure managers are supported to be confident people leaders.
- Embed workforce planning into service planning to ensure the right people, with the right skills, at the right time, in the right place and at the right cost.
- Planning for the 'future workforce' and what this will mean for 5, 10 and 20 year's time.
- Ensure our people are empowered to make decisions at the lowest possible level in the organisation.

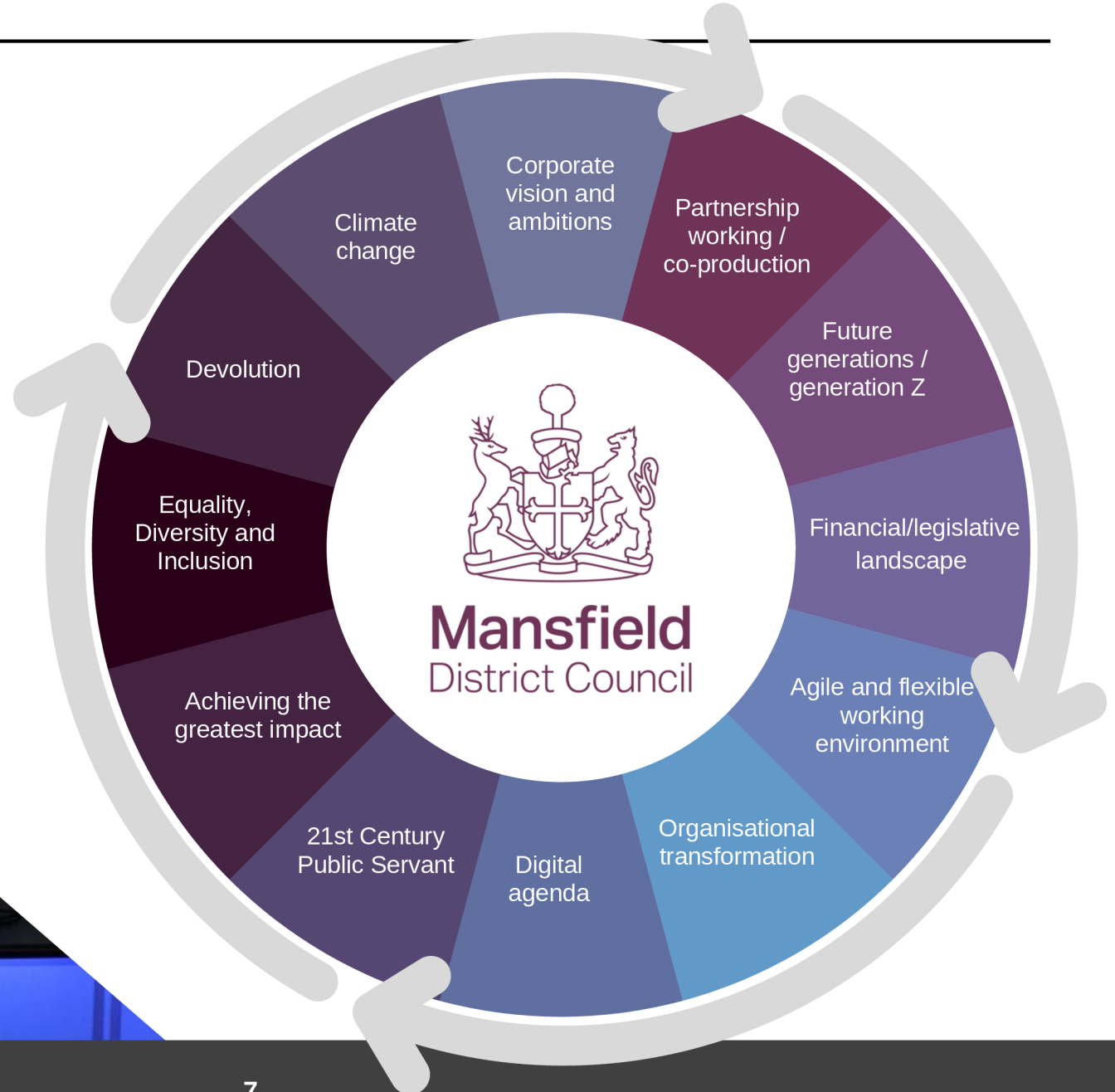


Developing our People

- Ensure a range of learning and development opportunities are available for our people.
- Ensure effective leadership and management opportunities and programmes are in place.
- Ensure the management of people is integral to our approach to managing performance and continuous improvement.
- Improve awareness of equality, diversity and inclusion across the organisation.
- Investing in our leaders at every level across the organisation to equip them with the skills to engage, empower and develop talented people.
- Implementation of a Leadership Academy, which will offer a range of tools, models and programmes to enable those at every level of their leadership journey to fulfil their potential.

Key drivers for change

The strategy has been shaped and developed in response to the following key drivers:



Key theme 1: Valuing our people



Priorities

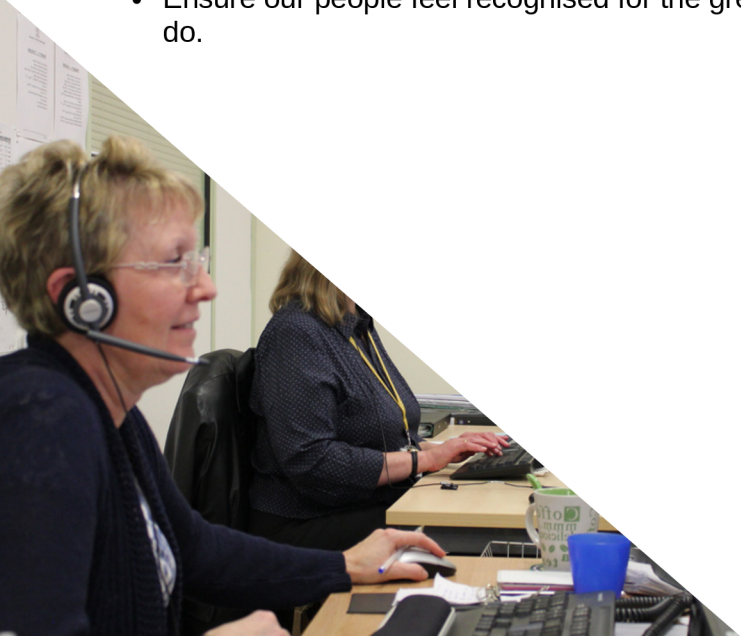
- Ensure we attract, recruit and retain the best people.
- Ensure the health and wellbeing of our people is at the heart of what we do.
- Ensure our workforce is diverse and inclusive and employees feel valued for who they are.
- Ensuring on-boarding, inductions, 1-2-1s and appraisals are meaningful and engaging. Recognising development opportunities and celebrating success.
- Ensure our people feel recognised for the great work they do.

How we will achieve this

- Provide good terms and conditions, and fair pay.
- Develop our employer brand, ensuring that current and potential new employees are clear that MDC is an exceptional employer and a great place to work.
- Deliver an effective on-boarding programme to ensure new employees can engage and develop into their roles effectively and feel immediately connected to the organisation.
- Provide a package of affordable, simple-to-understand rewards and flexible benefits,
- Enhancing work/life balance through agile working and using technology as an enabler.
- Delivery of a programme of work placed health initiatives.
- Further develop workforce health and well-being champions including mental health champions.
- Comprehensive set of policies in place that support workplace health and wellbeing.
- Actively profile the diversity of our applicants and employees to ensure we continue to be an inclusive employer and our workforce is reflective of our communities.
- Provide an inclusive, respectful working culture in which employees are recognised and praised for their efforts, innovation, creativity, flexibility, and diversity.
- Promote diversity and inclusion as part of the recruitment process to attract a more diverse talent pool.
- Promote diversity and inclusion through our policies, procedures and practices to attract, develop and retain a diverse workforce.
- Ensure that our recruitment practices are fair, accessible and inclusive.

How you can get involved

- ✓ Recognise and celebrate where someone is helpful or does great work.
- ✓ Use your skills and knowledge to develop other employees.
- ✓ Develop your coaching and mentoring skills to help support others.



Key theme 2: Transforming our organisation



Priorities

- Ensure that we have a learning culture, where people are enabled and encouraged to expand their knowledge, skills and opportunities to innovate.
- Ensure we empower our people through active engagement.
- Ensure managers are supported to be confident people leaders.
- Embed workforce planning into service planning to ensure the right people, with the right skills, at the right time, in the right place and at the right cost.
- Planning for the 'future workforce' and what this will mean for 5, 10 and 20 year's time.
- Ensure our people are empowered to make decisions at the lowest possible level in the organisation.

How we will achieve this

- Understand our current culture and the challenges and opportunities for enabling transformational change.
- Undertake a re-evaluation of the current core values and behaviours to ensure they drive cultural change.
- Embed the Mansfield Pledge based around the core values and behaviours.
- Develop a flexible and inclusive approach to employee engagement.
- Undertake an employee survey every two years.
- Provide feedback from the various mechanisms introduced for gathering employee feedback using a “You said – We did” approach.
- Deliver timely and targeted communication on Organisational Development covering HR / L&D activities via a quarterly VLOG/Newsletter.
- Develop the “Organisational Development Deal” that sets out service expectations
- Develop the technology and relevant technological skills to enable managers and employees to self-serve
- Review work placed policies to ensure they empower managers to make informed decisions whilst providing a level of autonomy and that reflects best practice
- Identify support / guidance required to enable Managers to become confident and competent people managers and reduce reliance on the Organisational Development team.

How you can get involved

- ✓ Provide feedback and ideas on how we can make changes and improve the way we do things.
- ✓ Get involved in employee workgroups and networks.
- ✓ Identify who you can work with to improve services for our residents.



Key theme 3: Developing our people



Priorities

- Ensure we attract, recruit and retain the best people.
- Ensure the health and wellbeing of our people is at the heart of what we do.
- Ensure our workforce is diverse and inclusive and employees feel valued for who they are.
- Ensuring on-boarding, inductions, 1-2-1s and appraisals are meaningful and engaging. Recognising development opportunities and celebrating success.
- Implementation of a Leadership Academy

How we will achieve this

- Review our Learning and Development Strategy to ensure it supports a culture of continuous and lifelong learning.
- Identify learning models that continue to evolve with the transfer to a agile working model.
- Develop training programmes to upskill employees to operate effectively within an agile working model.
- Develop and implement a work based learning pathway and a framework for measuring the impact of training/ development activities.
- Develop a package of learning interventions to ensure leaders can effectively manage in an agile and evolving working environment.
- Develop the infrastructure and guidance to facilitate agile working.
- Equip leaders and managers with the skills to utilise technology and technological advances to manage and support agile working arrangements.
- Review the framework and resources available for supporting managers to manage people performance
- Reinforce the governance and accountability structure for people performance and the benefits of effective people performance management across the organisation
- Develop a visual tool to enable managers to access real time people performance management data.

How you can get involved

- ✓ Take an active role in your own learning and development and share your learning with others.
- ✓ Maintain and develop your digital skills.
- ✓ Identify upskill areas for yourself or members of your team / direct reports and support them in developing them.



The HR/Organisational Development team's commitment

We are committed to delivering an efficient and effective Organisational Development Service covering HR, Payroll, Recruitment and Learning & Development, working in partnership with other teams enabling the organisation to drive forward and transform. To achieve our organisational commitment, the team will work within the following principles:

Professional

A service which maintains high standards of conduct and professionalism at all times.

Proactive

Constantly forward-thinking and horizon-scanning to ensure our services, advice and support address issues before they arise and reflect best practice.

Responsive

To the needs of the organisation and its people.

Business-focused

Providing advice and support, which is not only legislatively compliant but is driven by the needs of the business and is 'business fit'.

Enabling

Empowering our managers to make informed decisions based on sound advice and support so they can become confident 'people' leaders, increasingly using the OD team as a consultancy service as their reliance on the team reduces.

Monitoring and review

Central to this document is an action plan that includes specific milestones, time-bound with measurable outcomes and clearly defined ways of measuring the success. The action plan will be monitored on a quarterly basis by the Corporate Leadership Team (CLT) and the Joint Consultative Committee (JCC) and is embedded within MDC's Performance Management and Continuous Improvement Framework.

This plan will be reviewed in 2025 to ensure it remains fit for purpose.

Action plan



Key theme 1: Valuing our people

Action	Lead	Milestones	Timescales	What will success look like	How will success be measured
Develop the council's employer brand to improve recruitment and retention activities	HR Manager	<ul style="list-style-type: none"> Review current recruitment and retention process/policies. Develop Communication and Attraction Strategy. Use data insight and employee feedback to review impact. 	February 2023 July 2023 June to November 2023	<ul style="list-style-type: none"> Increase in the number of successful recruitment campaigns. Increased levels of satisfaction with the recruitment process. 	<ul style="list-style-type: none"> % of recruitment campaigns recruiting on 1st attempt. Applicant feedback - % of applicants satisfied with the recruitment process.
Integrate new managers / employees into the organisation through an effective, inclusive on-boarding process	Talent and Skills Manager	<ul style="list-style-type: none"> Review current on-boarding process using data insights and employee feedback. Develop and deliver improvement action plan (i.e. Develop manager induction on-boarding programme). Raise the profile and awareness of the value and benefits of on-boarding process to managers. Review improvements made to on-boarding process using data insights and employee feedback. 	February 2024 March 2024 March 2024 March 2025	<ul style="list-style-type: none"> Improved manager engagement. Improved retention rates within the first 12 months. Increase in the % of employees agreeing that the induction training they received on joining the council or when changing jobs was effective. 	<ul style="list-style-type: none"> Employee survey - % of employees that have worked for the council for less than 1 year stating that the induction training they received on joining the council or when changing jobs was effective. No. of applicants retained for the first 12 months. Employee survey - % of employees that state that the council is a good employer to work for.

Action	Lead	Milestones	Timescales	What will success look like	How will success be measured
Develop a Workforce Diversity and Inclusion Strategy	Policy and Information Manager	<ul style="list-style-type: none"> • Work with relevant stakeholders to establish where we are now (workforce profile), where we want to be and how we are going to get there. • Review workforce profile publication. • Sign off final strategy. • Promote strategy and implement identified actions. • Use data insight to review progress and improve our D & I offer in recruiting and retaining a diverse talent pool. 	<p>April 2023</p> <p>October 2023 November 2023 June 2023</p> <p>May 2024 - annually</p>	<ul style="list-style-type: none"> • A workforce that reflects the community that it serves. 	<ul style="list-style-type: none"> • Workforce profile.
Develop a Workforce Health and Wellbeing Strategy	HR/Health and Wellbeing Team	<ul style="list-style-type: none"> • Work with relevant stakeholders to establish where we are now where we want to be and how we are going to get there. • Sign off final strategy. • Promote strategy and range of initiatives and resources to current people and incorporate into recruitment / on-boarding process. • Use data insight / employee feedback to review progress / impact. 	<p>April 2023</p> <p>June 2023 June 2023 – ongoing</p> <p>June 2024 – annually</p>	<ul style="list-style-type: none"> • Increase in the % of the workforce that feels supported in achieving a good work-life balance. 	<ul style="list-style-type: none"> • Employee survey - % of the workforce that feel supported in achieving a good work - life balance. • Number of employees accessing / engaging in work placed health initiatives.
Review the effectiveness of policies which support work-placed health and wellbeing	HR Manager	<ul style="list-style-type: none"> • Identify relevant policies and any gaps. • Review existing policies and develop new policies to address any gaps. • Sign off policies and raise awareness of revised policies / new policies to employees. • Use data insight and employee feedback to review impact. 	<p>January 2023 March 2023</p> <p>August 2023</p> <p>August 2024 - Annually</p>	<ul style="list-style-type: none"> • Increase in the % of employees that feel motivated in their job. • % reduction in employee absences. 	<ul style="list-style-type: none"> • Employee survey - % of employees that state that they feel motivated in their job. • Sickness absence reporting.

Action	Lead	Milestones	Timescales	What will success look like	How will success be measured
Work to the principles of the Nottinghamshire Wellbeing at Work: Work placed health award	Health and Wellbeing Officer	<ul style="list-style-type: none"> Undertake a self-assessment against the 5 themed areas. Develop an improvement action plan to achieve desired level. Review progress through self-assessment. 	December 2024 March 2024 March 2025	<ul style="list-style-type: none"> Increase in the % of employees that feel motivated in their job. % reduction in employee absences. 	<ul style="list-style-type: none"> Employee survey - % of employees that state that they feel motivated in their job. Sickness absence reporting.
Review HR policies to identify any gaps, changing legislation and best practice	HR Manager	<ul style="list-style-type: none"> List all current HR policies and identify any gaps. Develop a review schedule based on date of last review / legislative changes / new policies. Complete reviews as per schedule. Gather feedback from stakeholders on accessibility of policy and clarity. 	January 2023 February 2023 January 2024 2024 - 2027	<ul style="list-style-type: none"> Increase in the % of HR policies that ensure compliance with legislation and best practice reviewed within agreed timescales. Increase in the % of employees that find HR policies accessible and fit for purpose. 	<ul style="list-style-type: none"> Policy review schedule. Positive assurance audit. Employee feedback - % of employees that find HR policies accessible and fit for purpose.
Implement a scheme of employee recognition	Business Transformation Manager/HR Manager	<ul style="list-style-type: none"> Creation of a peer-based recognition review process. Launch of 'Employee – You're a Star' and Team of the year awards. Extend the Scheme to celebrate other successes such as award winners, qualification achievements and long service. Use data insight / employee feedback to review progress / impact. 	February 2023 February 2023 February 2023 Annual review	<ul style="list-style-type: none"> Increase in the % of the workforce that feel recognised and celebrated for the work they do. 	<ul style="list-style-type: none"> Employee survey - % of the workforce that feel recognised and celebrated for the work they do.

Action plan



Key theme 2: Transforming our organisation

Action	Lead	Milestones	Timescales	What will success look like	How will success be measured
Procure and implement a new HR / Organisational Development system	HR Manager	<ul style="list-style-type: none"> Procure new system. Go live. Evaluation/lessons learnt. 	February 2023 September 2023 March 2024	<ul style="list-style-type: none"> New system implemented within agreed project plan timescales. 	<ul style="list-style-type: none"> Project plan / timescales.
Develop and implement e-HR self-service for managers	HR Manager	<ul style="list-style-type: none"> Agree self-service roll out modules. Roll out training on the self service module for employees and managers programme that facilitates self service. Go live with e-HR module. Evaluate self-service modules from a user experience perspective. 	May 2023 September 2023 - Go live April 2024	<ul style="list-style-type: none"> Extend the use of manager/employee self service. Increased capacity in the organisational development team. Reliable and accessible data to support business change. 	<ul style="list-style-type: none"> % of managers / employees self-serving. Employee feedback - % of managers / employees that are satisfied with the self-serve function.
Review the framework (including governance and accountability) and the resources available for supporting Managers to manage people performance	HR Manager/Talent and Skills Manager	<ul style="list-style-type: none"> Refresh and publicise Performance Management and Continuous Improvement framework. Review competency framework. Explore with key stakeholders any additional resources required to support managing people performance. Using data insight and employee feedback to review effectiveness of support and resources provided. 	April 2023 June 2023 November 2024 November 2023 - 2027	<ul style="list-style-type: none"> Increase in the % of employees stating that they have regular 1-2-1's. Increase in the % of PDR's completed annually. 	<ul style="list-style-type: none"> Learning together - Number of PDR's completed annually. Employee survey - % of employees stating that they have regular 1-2-1s.

Action	Lead	Milestones	Timescales	What will success look like	How will success be measured
Develop a visual tool to enable managers to access real time people performance data	HR Manager	<ul style="list-style-type: none"> To be developed as part of the new HR and payroll system. Present an organisational wide, high level people management scorecard to CLT performance clinic on a quarterly basis. 	<p>July 2024</p> <p>October 2024 - ongoing</p>	<ul style="list-style-type: none"> Accessible performance data to enable informed business decisions. 	<ul style="list-style-type: none"> Positive scorecard Assurance audit.
Review Internal Communications and Engagement Strategy	Marketing and Communications Manager	<ul style="list-style-type: none"> With stakeholders establish where we are now, where we want to be and how we are going to get there. Sign off final strategy and publicise. Implement delivery plan. Use data insight / employee feedback to review progress / impact. 	<p>April 2023</p> <p>August 2023 October 2023 August 2024</p>	<ul style="list-style-type: none"> Increase in the % of employees that state that they are fairly / well informed about what is going on in the organisation / within team. 	<ul style="list-style-type: none"> Employee survey - % of employees that state that they are fairly / well informed about what is going on in the organisation / within team.
Develop a flexible employee engagement process that maximises employee engagement and provides data led employee insights	HR Manager	<ul style="list-style-type: none"> Undertake an employee survey every 2 years (all employees). Provide feedback through various channels using a "you said we did" approach. Use insights gained from the employee. survey to improve areas of concern through specific task and finish groups Use data insight and employee feedback to review engagement platform. 	<p>Next survey: September 2024 December 2024</p> <p>February 2025</p> <p>January 2026</p>	<ul style="list-style-type: none"> Employee insight data used to make changes Completion and circulation of the "You said - we did". 	<ul style="list-style-type: none"> Employee survey - % of employees that agree that MDC / CLT / Managers value the work that you do.

Action	Lead	Milestones	Timescales	What will success look like	How will success be measured
Embed a learning organisation methodology	Talent and Skills Manager	<ul style="list-style-type: none"> • Undertake Health Check of learning organisational methodology (Survey Monkey). • Develop a systems thinking approach/methodology to meet the needs of the organisation. • Embed a programme of skills transfer for coaching and mentoring. • Communicate the methodology ensuring all employees receive the information required and are skilled to apply it. • Incorporate tools and techniques to support analytical conversations. • Use data insight / employee feedback to review progress / impact. 	<p>March 2023</p> <p>May 2023</p> <p>August 2023</p> <p>August 2023</p> <p>August 2023</p> <p>August 2024</p>	<ul style="list-style-type: none"> • Whole council awareness and understanding of what a learning organisation is. • A consistent approach/methodology embedded across the organisation. 	<ul style="list-style-type: none"> • Employee survey - % of employees stating that they understand and embrace the ethos of a learning organisation.
Develop a learning culture	Talent and Skills Manager and Business Transformation Manager	<ul style="list-style-type: none"> • Understand the current culture and its challenges for enabling transformational change. • Establish actions and activities to enable the transition to a learning culture. • Use data insight/employee feedback to review progress/impact. 	<p>June 2023</p> <p>August 2023</p> <p>August 2024</p>	<ul style="list-style-type: none"> • Transition to a learning culture. 	<ul style="list-style-type: none"> • Culture survey

Action plan



Key theme 3: Developing our people

Action	Lead	Milestones	Timescales	What will success look like	How will success be measured
Refresh the Leadership Development Programme (LDP) and Employee Development Programme (EDP) to reflect a Learning Organisation/Culture	HR Manager, Talent and Skills Manager & Business Transformation Manager	<ul style="list-style-type: none"> Identify In-house Experts (Strategic Leadership programme, Aspiring leaders, DCN). Create a cross organisational working group (co-production) to develop and integrate the concept Update the LDP and EDP. Develop Measurable Performance Criteria Launch and communicate the new documents to all. Assess how embedded the new approach is, obtain feedback and act on it. 	<p>March 2023</p> <p>April 2023</p> <p>June 2023</p> <p>June 2023</p> <p>July 2023</p> <p>July 2024</p>	<ul style="list-style-type: none"> Whole council awareness and understanding of the LDP and EDP. Developed network of colleagues and peers from across the organisation. 	<ul style="list-style-type: none"> No of employees on the Aspiring Leaders or DCN programme. Employee survey - % of employees stating that have had opportunity to receive leadership/personal development.
Develop a clear approach to workforce and succession planning	Talent and Skills Manager	<ul style="list-style-type: none"> Adopt the Local Government Association (LGA) workforce planning matrix. Co-create action plans with each directorate service. Develop tools to support service reviews/restructures to ensure decisions are future proof in regards to skills and knowledge. Review and evaluate to ensure approach is effective and sustainable. 	<p>April 2023</p> <p>October 2023</p> <p>April 2024</p> <p>April 2025</p>	<ul style="list-style-type: none"> Improvement within recruitment and retention rates. Improved decision making / resource allocation. 	<ul style="list-style-type: none"> Recruitment and retention rate. Employee survey - % of employees stating that they have the right amount of work to do.

Action	Lead	Milestones	Timescales	What will success look like	How will success be measured
Develop a Leadership Academy	HR Manager and Talent and Skills Manager	<ul style="list-style-type: none"> Develop a mechanism for identifying employee talent and potential for development. Produce a Leadership Academy plan, including a range of tools, models and programmes. Establish strong development initiatives i.e. career counselling, coaching and mentoring programmes. Develop a progressions structure for employees participating in development initiatives. Evaluate and improve career development programme. 	<p>February - 2023</p> <p>April - 2023</p> <p>June 2023</p> <p>September – 2023</p> <p>September 2023 - 2027</p>	<ul style="list-style-type: none"> Increase in the % of levy spent within each financial year. Increased Retention / transfer of apprentices into permanent employment. Increase in the number of active apprentices and graduate roles within the organisation. Increase in the % of internal promotions / appointment. % increase in completion of additional training opportunities. 	<ul style="list-style-type: none"> Retention rate of workforce within Leadership Academy. Those successfully developing their career at MDC or within the public sector.

Action	Lead	Milestones	Timescales	What will success look like	How will success be measured
Develop learning options, to bring different types of learning styles and delivery models to the organisation	Talent and Skills Manager	<ul style="list-style-type: none"> Review current learning delivery models to ensure all learning styles are considered to ensure full inclusivity. Implement new/additional styles as required. Communicate and engage on any new approaches. Use data insight / employee feedback to review progress / impact. 	<p>March 2023</p> <p>June 2023</p> <p>July 2023</p> <p>July 2024</p>	<ul style="list-style-type: none"> Increase in workforce accessing learning opportunities. 	<ul style="list-style-type: none"> % of workforce recording learning activities within the annual PDR.
Deliver a focused programme for digital upskilling and agile/hybrid working	Talent and Skills Manager	<ul style="list-style-type: none"> Develop tools to support digital upskilling. Create a programme to support the wider organisational needs. Evaluate the impact and learning. Set a programme for continuous skills development. 	<p>March 2023</p> <p>July 2023</p> <p>July 2024</p> <p>2024-2027</p>	<ul style="list-style-type: none"> % increase in access usage to online data/materials. Reduction in ICT helpdesk support requests. 	<ul style="list-style-type: none"> ICT help desk support requests.