

# TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Overview and Scrutiny Committee
<b>Date of Meeting:</b>	24 November 2020
<b>Subject:</b>	Workforce Development Strategy - Annual Review
<b>Report of:</b>	Head of Corporate Services
<b>Corporate Lead:</b>	Chief Executive
<b>Lead Member:</b>	Lead Member Organisational Development
<b>Number of Appendices:</b>	Three

## **Executive Summary:**

The purpose of the Workforce Development Strategy is to identify how the Council will meet current and future workforce needs to ensure it has skilled people to deliver high quality services. It sets out the critical challenges, opportunities and threats regarding workforce requirements and sets out a considered, flexible, set of responses to meet them. As such it provides a framework and direction to annual service planning (particularly the Human Resources plan) where the specific actions and objectives which will deliver the strategy will be contained and refreshed each year. The Council's Workforce Development Strategy (2019-2024) was approved by Executive Committee on 3 April 2019 following consideration of the strategy by Overview and Scrutiny Committee. It was agreed an annual update on delivery of the strategy would be presented at Overview and Scrutiny Committee.

## **Recommendation:**

**To NOTE the progress of the Workforce Development Strategy actions.**

## **Reasons for Recommendation:**

It was agreed an annual update on delivery of the strategy would be presented to Overview and Scrutiny Committee.

## **Resource Implications:**

None, other than Officer time to implement the action plan.

## **Legal Implications:**

None directly arising from this report.

## **Risk Management Implications:**

If the Council does not have an effective strategy in place then there is a risk the Council may not maximise the opportunity to develop it's workforce.

**Performance Management Follow-up:**

Progress in delivering the action plan will be reported to Overview and Scrutiny Committee on an annual basis.

**Environmental Implications:**

None directly arising from this report.

**1.0 INTRODUCTION**

**1.1** The Council's Workforce Development Strategy (2019-2024) was approved by Executive Committee on 3 April 2019 following consideration of the strategy by Overview and Scrutiny Committee.

**1.2** The purpose of the Workforce Development Strategy is to identify how the Council will meet current and future workforce needs to ensure it has skilled people to deliver high quality services. It sets out the critical challenges, opportunities and threats regarding workforce requirements and sets out a considered, flexible, set of responses to meet them. As such it provides a framework and direction to annual service planning (particularly the Human Resources plan) where the specific actions and objectives which will deliver the strategy will be contained and refreshed each year.

**1.3** To deliver the workforce vision and organisational priorities for the Council, the strategy was developed around five strategic themes with broad high-level steps supporting each theme. To refresh the Committee, the strategy is attached at Appendix 1.

**2.0 STRATEGIC THEMES OF THE STRATEGY**

**2.1** The strategy supports the delivery of the Council's overall vision 'Tewkesbury Borough, a place where a good quality of life is open to all'. The provision of high quality, customer focused and efficient services is central to that vision and the delivery of the wider Council plan. The importance of having a skilled and highly engaged workforce, working in partnership with public sector organisations, other agencies and local business to provide those services cannot be overstated. As an organisation, the Council has a commitment to value its employees – "We will support, praise and invest in our workforce to develop our organisation".

**2.2** Within the strategy are five key themes:

- Releasing productivity.
- Digital transformation.
- Commercialisation.
- Workforce resilience.
- Being a great place to work.

These themes were identified following engagement across the management cohort. Each theme supported with the high-level steps were seen as important to address particular challenges facing the Council such as financial pressures, embracing technology, competitive recruitment markets etc. Latterly, for much of 2020/21 to date and for the foreseeable future there is a new challenge around COVID-19.

**2.3** In terms of COVID-19, this has meant still delivering the strategy but with a re-focus on some actions. Of particular importance was the significant support given to the whole workforce to enable them to work effectively from home. This support was not a one-off and remains ongoing. The response to COVID-19 also presented opportunities to enable elements of the strategy to be delivered more quickly than expected. These included the escalated roll out of new technology and software, as a result of the economic climate, a significant increase in the recruitment pool and a realisation that work could be performed more flexibly than ever imagined.

### **3.0 PROGRESS TO DATE AND LOOKING FORWARD**

**3.1** An overview of actions delivered and proposed actions moving forward can be found within the consolidated table at Appendix 2. This confirms that, overall, progress has generally been positive, particularly around the theme of 'workforce resilience'. The team's work around Health & Wellbeing, particularly in relation to mental health has provided a good foundation in supporting staff whilst adapting to our new ways of working. Within Appendix 3, are the KPI metrics that were approved as part of the strategy. Being the first year, this is baseline data which will be monitored for comparative purposes across the lifetime of the strategy. In terms of reporting progress to Overview and Scrutiny Committee, this progress report will be brought in line with the financial year, so for 2021 it will be scheduled into the Committee's work programme for June or July 2021.

### **4.0 OTHER OPTIONS CONSIDERED**

**4.1** None.

### **5.0 CONSULTATION**

**5.1** The strategy is an organisational strategy and as such was developed with full engagement from the management cohort.

### **6.0 RELEVANT COUNCIL POLICIES/STRATEGIES**

**6.1** Council Plan (2020-24).  
Medium Term Financial Strategy.  
Digital and ICT strategies.

### **7.0 RELEVANT GOVERNMENT POLICIES**

**7.1** None.

### **8.0 RESOURCE IMPLICATIONS (Human/Property)**

**8.1** Managed within current resources and budget.

### **9.0 SUSTAINABILITY IMPLICATIONS (Social/Community Safety/Cultural/ Economic/ Environment)**

**9.1** None.

**10.0 IMPACT UPON (Value For Money/Equalities/E-Government/Human Rights/Health And Safety)**

**10.1** Effective workforce management will contribute to overall value for money.

**11.0 RELATED DECISIONS AND ANY OTHER RELEVANT FACTS**

**11.1** None.

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**Background Papers:** None.

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**Appendices:**

- 1 – Workforce Development Strategy.
- 2 – Progress to date in delivering the strategy and new action plan.
- 3 – Key Performance Indicators.