


Workforce Development Strategy 2019 - 2024

Delivery Plan Review

Annual Delivery Plan Actions 2021/2022

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 2022.

1. Releasing Productivity			
Areas Identified	Status	Progress on 2020/2021 actions	Actions for 2021- 2022
IT and digital skills Induction Culture of continuous improvement		<p>Celebrate and reward continuous improvement behaviours / digital advances etc: This is being considered by a new Culture and Communications working group. It will also link with a more visual way of saying thank you to colleagues.</p> <p>Identify core IT and digital skills for each job role: This action has been delayed by COVID, but IT and digital skills have now been built into the new draft job description / person specification template.</p> <p>Identify IT training needs for now and future developments: A training matrix is in development which will incorporate any IT requirements. In the meantime, we have delivered workshops with an external trainer for individual teams on optimising use of Microsoft Teams, Effective Remote Working and Managing Remote Teams to ensure that staff and managers had the skills and technical knowledge to effectively work remotely. In</p>	<p>Deliver reward and 'thank you' systems.</p> <p>Complete identification of core IT and digital skills and future needs for each job role</p>

		<p>addition, there was cross service representation on 3 day cyber resilience training.</p> <p>Induction: corporate induction has been refreshed; local induction improved with more guidance for managers.</p> <p>Identify and launch Continuous Improvement training: This has been incorporated into a new Management Development course which ran in June 2021 which included modules on Supporting and encouraging creativity and innovation, setting direction for your team and motivating as well as Monitoring, setting clear objective and ensuring service delivery.</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 within Development Management and Revenues and Benefits.</p>	
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2. Digital Transformation			
Areas Identified	Status	Progress on 2020/2021 actions	Actions for 2021- 2022
<p>Recruiting and selecting for a digital environment</p> <p>Service reviews and business transformation</p> <p>Promoting digital working</p>	☹️	<p>Purchase an ATS recruitment solution. Update front-face of recruitment on website (microsite) to convey the council ambition and outlook and highlight the advantages of working for us: An ATS system has been purchased and will be going live, along with a new microsite for recruitment and a digital link to the HR & Payroll system in July 2021</p> <p>Develop the CHRIS system to enable modernisation of work processes: This work has not completed, largely due to competing COVID pressures on the Business Transformation Team, who are critical to this work. However, in the meantime, a significant amount of preparation and data quality work has been completed which will enable us to move forward when this is possible, hopefully in the Summer/Autumn of 2021.</p>	<p>Deliver the Recruitment and Onboarding programme, including the microsite, the Eploy ATS recruitment system and digital link to the HR & Payroll system.</p> <p>Deliver the HR Self-Service platform for staff and managers.</p> <p>Create total rewards programme (cars, bikes, annual leave etc and learning, agile working etc)</p> <p>Work with managers to incorporate digital ability and capacity assessments into recruitment for relevant roles</p> <p>Review PPD processes to ensure it supports continuous improvement, digital working, identifies highflyers and is flexible to all roles.</p>

3. Commercialisation

Areas Identified	Status	Progress on 2020/2021 actions	Actions for 2021- 2022
<p>Recruitment</p> <p>Role responsibilities and skills</p> <p>Culture and behaviours</p> <p>Leadership and training</p>	<p>☹️</p>	<p>Refresh job description and person specification templates to prompt for key skills / behaviours we want to attract – e.g. digital, commercial: A draft job description and person specification template has been developed incorporating these prompts and should be implemented within Q2.</p> <p>Ensure the front face of TBC's recruitment looks professional and reflects our commercial approach - ATS and website refresh': This work is well underway and will be completed in July 2021. We have also created a new competitive and professional microsite for One Legal recruitment in partnership with Digital Transformation team and Communications colleagues to attract quality candidates in this hard-to-recruit field</p> <p>Undertake benchmarking for advertising to ensure posts are targeted to the greatest number of suitable candidates: The new recruitment system will allow much more accurate reporting to be done which will allow us to see where candidates are seeing our adverts and then maximise these routes. The new system will also use targeted job alerts to reach any candidate who has registered with us as soon as a job goes live.</p> <p>Make values and behaviours visible and embedded (walls, screensavers, lanyards, policy docs, job descriptions etc): The vision, values and behaviours have been added to HR policy templates, job description/person spec templates, PPD</p>	<p>Make Tewkesbury's vision, values and behaviours more visible around the offices.</p>

		<p>documents and interview documents. Work to make these more visible around the offices has been paused during COVID but will be revisited as we are able to return in Q3.</p> <p>Identify a programme of leadership and management training for middle managers, including commercial skills, improvement, project management, HR management, financial management, outcome focus): Two levels of training have been provided – an externally provided ILM 7 Strategic Leadership in Modern Local Government course, for managers via an application process and a more practical skills based internal course aimed at operational managers and team leaders.</p> <p>Procurement training refresh for relevant officers: this has been discussed with colleagues in Property, but due to COVID pressures has not been delivered yet.</p>	
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4. Workforce Resilience

Areas Identified	Status	Progress on 2020/2021 actions	Actions for 2021- 2022
<p>Invest further in apprenticeships</p> <p>Career progression</p> <p>Performance Management and Personal Development</p> <p>Succession Planning</p>	<p>☹️</p>	<p>Explore with all departments the opportunities for entry level apprenticeships but also maximise higher degree level apprenticeships for current staff: During the initial lockdown periods the council paused its apprenticeship programme as it was felt that we could not offer high quality placements, but as our COVID response developed this situation improved and all departments were offered the opportunity to host an apprentice in 2021 and we have recruited 4 new apprentices. There is more work to do around ensuring we are using our higher level apprenticeships strategically.</p> <p>Review PPD (development and appraisal) framework and process. Create a method / invest in technologies which capture PPD information to inform succession planning and training investment decisions: PPDs were paused in recognition of the unprecedented volumes of work brought about by the COVID pandemic. However, the PPD form has been revised and implemented for 2021.</p> <p>Establish an efficient and effective method for monitoring training and development. Develop a formal training plan: This work is in progress but has been delayed due to COVID.</p> <p>Work with other councils and partners to provide career broadening opportunities and experience: This has not been progressed due to COVID, and the extent to which we are able</p>	<p>Maximise higher degree level apprenticeships for current staff.</p> <p>Create a method / invest in technologies which capture PPD information to inform succession planning and training investment decisions</p> <p>Establish an efficient and effective method for monitoring training and development. Develop a formal training plan</p>

		to develop this over 21/22 will be partially dependent on our ability to meet with others to collaborate and train more easily.	
5. Being a Great Place to Work			
Areas Identified	Status	Progress on 2020/2021 actions	Actions for 2021- 2022
Leadership Employer brand and marketing Flexible working Health and Wellbeing Everyone's Council Engagement and Involvement	☹️	<p>Create total rewards programme (cars, bikes, annual leave etc and learning, agile working etc): The new Agile Working policy has been implemented, the salary sacrifice schemes were paused during the COVID crisis as it would not have been the right time to promote ability to purchase additional annual leave when many have been struggling to use their leave, or get a new car when our ability to travel has been restricted. These schemes will be picked up again for 21/22.</p> <p>Review job evaluation processes: This action has been deferred pending the changes to Management Team as the Borough Solicitor is the corporate sponsor for Job Evaluation but at present has conflicting demands on her time. It will be completed in 21/22</p> <p>Create a system of regular reporting on key metrics for management team: This piece of work is dependent on the new systems for recruitment and self-service and therefore will be completed in Q4, once these projects are complete.</p> <p>Provide more visibility of opportunities for staff to get involved in decision-making (e.g. union activity, opportunities to set up 'extra-curricular groups', feedback on initiatives): A new social committee has been set up and is operating. The Culture and Comms working group is also continuing to develop initiatives to develop employee engagement and voice.</p>	<p>Complete total rewards programme.</p> <p>Review job evaluation processes</p> <p>Create a system of regular reporting on key metrics for management team</p> <p>Collect diversity data for all staff</p> <p>Use evidence based approaches to reducing the gender pay gap</p>

		<p>Collect diversity data for all staff: This work was delayed due to COVID pressures but is well on the way. In Q2 we will be collecting data from existing staff, and via the new recruitment and onboarding programme the council will collect equal opportunities data from all new applicants and employees which will allow us report not only on the profile of the council, but also on our success in terms of attracting a wide range of people.</p> <p>Use evidence based approaches to reducing the gender pay gap: Our gender pay gap has reduced.</p> <p>Set up Pulse checks to complement the employee survey: This was completed and runs quarterly as a form of employee voice and to give management the opportunity to act on issues as they arise.</p>	
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