

# TEWKESBURY BOROUGH COUNCIL

<b>Report to:</b>	Overview and Scrutiny Committee
<b>Date of Meeting:</b>	13 July 2021
<b>Subject:</b>	Annual Workforce Development Strategy Review 2020/21
<b>Report of:</b>	Head of Corporate Services
<b>Corporate Lead:</b>	Chief Executive
<b>Lead Member:</b>	Lead Member for Organisational Development
<b>Number of Appendices:</b>	Three

## **Executive Summary:**

In 2019, the Council approved a five year Workforce Development Strategy (2019 – 2024). This report covers the progress made in 2020/21 and actions planned for 2021/22 (Appendix 1) and key performance outturn for 2020/21 (Appendix 2). The last report was in November 2020 but it has been agreed that future reports will be in July for the previous financial year. Also attached is an overview of the organisational support led by the HR team, in response to COVID-19 (Appendix 3).

## **Recommendation:**

**To CONSIDER progress made against delivery of the Workforce Development Strategy during 2020/21 and the actions planned for 2021/22.**

## **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, there is a risk the Council may not maximise the opportunity to develop its 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/BACKGROUND**

**1.1** In 2019, the Council approved a five year Workforce Development Strategy for the years 2019 – 24. This report set out the programme for improvement and development of workforce, human resources and organisational development across the council. The report was split into 5 key themes:

- Releasing Productivity
- Commercialisation
- Digital Transformation
- Workforce Resilience
- Being a Great Place to Work

Each of these had a number of sub-themes. The strategy also set out a number of key performance measures by which to measure the Council's progress and success. This report provides an overview and assurance that the actions within the strategy are being progressed.

**2.0 IMPACT OF COVID-19**

**2.1** As with all aspects of the Council, the progress against plans has been impacted by the COVID-19 pandemic. The HR & OD team has needed to respond to unforeseen needs, particularly around policy changes, remote working, wellbeing and training and has redeployed members from our own small team to support the COVID-19 response. Additionally, actions which depended on other teams, such as the HR self-service platform, have also been impacted by COVID-19 demands on those teams.

**3.0 PROGRESS TO DATE – KEY POINTS**

- 3.1**
- Significant reduction in average sickness absence rates to 9.7 days per employee from 12.4 days (2019/20).
  - Maintained a low labour turnover of 6.1%, including a very low labour turnover rate of only 1% within the first year, which indicates that staff enjoy working for Tewkesbury Borough Council and that our recruitment and induction processes are working well.
  - Workforce budgets remained under control and were slightly underspent (5.84% variance).
  - The team has provided support to the Council's COVID-19 response with members of the team temporarily redeployed.
  - The team has also been responsive to the needs of the Council and its employees during the COVID-19 crisis with the development and adjustment of policies, new training and new welfare support alongside the normal workload.

#### **4.0 OTHER OPTIONS CONSIDERED**

4.1 None.

#### **5.0 CONSULTATION**

5.1 The Workforce Development Strategy is an organisational strategy and, as such, was developed with full engagement from the management cohort. The strategy was also considered by the Overview and Scrutiny Committee prior to approval by Executive Committee.

#### **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:** Appendix 1 – Workforce Development Action Plan 2020/21 and 2021/22  
Appendix 2 - Key Performance Measures Outturn 2020/21  
Appendix 3 – Organisational health and wellbeing support in response to COVID-19.