

TEWKESBURY BOROUGH COUNCIL

Report to:	Overview and Scrutiny Committee
Date of Meeting:	12 July 2022
Subject:	Annual Workforce Development Strategy Review
Report of:	Head of Corporate Services
Corporate Lead:	Chief Executive
Lead Member:	Lead Member Organisational Development
Number of Appendices:	Three

Executive Summary:

In 2019, the Council approved a five year Workforce Development Strategy (2019 – 2024). This report covers the progress made in the year 2021/22, actions planned for the year 2022/23 (Appendix 1) and key performance outturn for 2021/22 (Appendix 2). The last report was in July 2021.

Recommendation:

To CONSIDER the progress made against delivery of the Workforce Development Strategy.

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 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 2019 – 24. This report set out the programme for improvement and development of Workforce, HR & OD 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 and the strategy also set out a number of key performance measures to assess the Council's progress and success. This report provides an 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 needs. Additionally, actions which depended on other teams, such as the HR self-service platform, have been impacted by COVID demands on other teams.

3.0 PROGRESS TO DATE

3.1 An update on the progress made against the 2021/22 actions, and the proposed actions for 2022/23 is set out at Appendix 1. The main points to note are as follows:

- Developed employer brand, attraction and onboarding, resulting in an increased number of candidates per advertised role (8.5 per role) in a challenging market, and reducing time from advert to contract to 49.8 days from 52.5 days. We expect this time to reduce further for 2022-23 as the 21-22 data includes quarter 1 on the old paper-based recruitment process.
- Developed systems to allow the Council to report on equalities data in terms of current staff and candidates which was previously unreportable and puts us ahead of many other Councils.
- Workforce budgets remained under control and were slightly underspent (3.9% variance).
- 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 of the team.
- The work of the team and the Council in respect of wellbeing has been recognised in an excellent report and formal accreditation from Gloucestershire Healthy Workplaces (appendix 3)
- The gender pay gap has reduced again to 5%, which is positive against national averages.

4.0 OTHER OPTIONS CONSIDERED

4.1 None.

5.0 CONSULTATION

5.1 The Workforce Development Strategy is an organisational strategy and 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.

Background Papers: None

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Appendices: Appendix 1 – Progress against 2021/22 actions and proposed actions for 2022/23
Appendix 2 – 2021/22 Key performance measures outturn
Appendix 3 – Gloucestershire Healthy Workplaces Award Report