

# WORKFORCE STRATEGY FOR 2009-12

## PORTFOLIO RESPONSIBILITY: CABINET MEMBER FOR CORPORATE AND CUSTOMER SERVICES AND HUMAN RESOURCES

CABINET

2 APRIL 2009

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### Wards Affected

No Wards are affected.

### Purpose

Following consideration and approval by Joint Management Team, that Cabinet endorse the Workforce Strategy for Herefordshire Council and NHS Herefordshire for 2009-12.

### Key Decision

This is not a Key Decision.

### Recommendation

**THAT the Workforce Strategy for 2009-12 be endorsed.**

### Reasons

- 1 To ensure Cabinet remain informed.

### Considerations

- 2 This paper is intended to provide Cabinet Members with an update on the development of a Workforce Strategy for 2009-12, which will replace the existing Pay and Workforce Development Strategy and will encompass Herefordshire Public Services. The Strategy has been developed following a series of focus groups held across the Council and NHS Herefordshire, and has then been drafted following the appointment of a new Assistant Chief Executive – HR and OD, at the start of November 2008. The document has been debated with Trade Union and Staff Side colleagues and agreed by Joint Management Team. It is being submitted to PCT Board on 26 March 2009.
- 3 The overall purpose of the Workforce Strategy is to ensure that Herefordshire Council and NHS Herefordshire have sufficient numbers of staff with the appropriate capabilities to deliver high quality services for the people of Herefordshire. Members of staff should be working in an environment which supports and encourages high performance, provides a fair reward package and recognition for work, and has employment practices which encourage commitment and retention.

4 Key Points:

- The Workforce Strategy sets out five main aims for the period 2009-12;
- The key national and local policy drives are outlined in the Strategy;
- Each aim is underpinned by a series of deliverables and indicators of achievement;
- The Strategy includes issues which were raised through a series of focus groups with managers and staff and has been discussed with both Joint Consultative Forum and the Staff Partnership Board.

5 The specific aims of the Workforce Strategy are to:

- Ensure that Herefordshire Council and NHS Herefordshire are organisations where people choose to work, drawing high calibre applicants both from the local community and UK wide;
- Provide an environment in which talent management is an essential part of the way the two organisations work;
- Support retention through innovative and best practice people management at all levels of the organisations;
- Ensure that there is a strong ethos of training, leadership and management development, to develop the right levels of workforce capacity and capability for the future;
- Provide a strong infrastructure of HR support and workforce planning expertise for managers, to enable priorities within the strategy to be delivered.

## **Legal Implications**

- 6 The Workforce Strategy needs to comply with all relevant employment and equality and diversity legislation.

## **Financial Implications**

- 7 There are no financial implications identified at the current time although there may be specific implications arising from individual action plans as these are developed.

## **Risk Management**

- 8 It is essential that Herefordshire Council and NHS Herefordshire have a robust Workforce Strategy in place to deliver the right levels of workforce capacity and capability for the future.

## **Alternative Options**

- 9 There are no alternative options.

## **Consultees**

- 10 Joint Management Team  
Staff focus groups  
Joint Consultative Forum  
Staff Partnership Board (PCT)  
PCT Board (26 March 2009)

## **Appendices**

- 11 Workforce Strategy 2009-12

## **Background Papers**

- 12 None identified.