

<b>MEETING:</b>	<b>CABINET</b>
<b>DATE:</b>	<b>14 MARCH 2013</b>
<b>TITLE OF REPORT:</b>	<b>HEREFORDSHIRE COUNCIL WORKFORCE STRATEGY 2013-15</b>
<b>REPORT BY:</b>	<b>ASSISTANT DIRECTOR – PEOPLE, POLICY &amp; PARTNERSHIP</b>

## 1. Classification

Open

## 2. Key Decision

This is not a key decision

## 3. Wards Affected

County-wide

## 4. Purpose

To approve the Herefordshire Council Workforce Strategy for 2013-15.

## 5. Recommendation(s)

THAT:

- (a) **the Workforce Strategy (at Appendix A) be approved.**

## 6. Key Points Summary

- Cabinet is requested to approve the Workforce Strategy for 2013-15 that has been developed to underpin the delivery of the Corporate Plan.
- A workforce delivery plan has been developed in light of this strategy to ensure that tangible and timely actions and programmes of work are undertaken to deliver the workforce outcomes. This can be seen at Appendix B.

## 7. Alternative Options

- 7.1 The alternative option would be to do nothing. The consequence of this would mean that the organisation would be in a status quo position and therefore less likely to make best use of its people resources. Without a cohesive framework to describe how staff will be effectively aligned to deliver the corporate plan priorities, there is a risk that the priorities,

including delivery of efficiencies, may not be realised.

## **8. Reasons for Recommendations**

- 8.1 The Workforce Strategy provides the direction and framework to ensure that council resources are aligned and focussed on the workforce outcomes so that the Corporate Plan priorities are achieved.

## **9. Introduction and Background**

- 9.1 The organisation has been through a significant amount of change and this strategy sets the framework for our workforce outcomes required to enable the successful on-going transformation of the organisation.
- 9.2 In addition to the Corporate Plan priorities, the Workforce Strategy has been drafted taking account of the employee opinion survey, performance and various communication and feedback mechanisms within the organisation.

## **10. Key Considerations**

- 10.1 The Workforce Strategy describes the ten workforce outcomes needed to support delivery of the council's priorities and is described in further detail at Appendix A. These outcomes are as follows:
- (a) Our leadership enables staff and the organisation to succeed through clarity of role, contribution and accountability.
  - (b) Our people managers enable our workforce to be engaged, motivated and committed to the organisation working in an environment where communication is effective, empowerment and trust is high. Everyone is expected to engage with the organisation's aims and seek out the information they need to perform well.
  - (c) We have skilled people managers who ensure that the right people are in the right roles with the right skills to deliver our objectives. Everyone is expected to take personal responsibility for their performance and personal development.
  - (d) As our challenge increases it becomes even more important that we attract, retain and develop the best possible staff.
  - (e) We have a flexible and responsive workforce capable of working effectively across team and organisational boundaries with a 'can do attitude' that is customer and outcome focussed.
  - (f) Our managers are great at supporting their team members to lead healthy lives and to have a good work/life balance.
  - (g) Our staff experience and take personal responsibility for an effective performance culture where we are open about our performance in order that we can build on successes and learn from things that don't go so well.
  - (h) Our policies and processes support achievement of performance improvement.
  - (i) The way we pay and reward our people attracts, retains and engages in a way that

positively impacts engagement and performance improvement.

(j) Equality and diversity is embedded at the heart of our organisation.

10.2 The draft Workforce Delivery Plan set out in Appendix B describes some of the key programmes of work that will be undertaken to achieve the workforce outcomes.

## **11. Community Impact**

11.1 The Council, as an employer, has a significant role to play in the local economy. Consideration should be given to the extent to which the Council leads by example and role models good employment ethos and practice. Through an engaged, motivated, productive and committed workforce delivering services directly or through commissioning and partnership arrangements, Herefordshire communities will experience greater valued services.

## **12. Equality and Human Rights**

12.1 The Workforce Strategy acknowledges the Equality and Human Rights Charter and is core to embedding equality, diversity and human rights across the organisation.

## **13. Financial Implications**

13.1 The costs associated with delivering the programmes of work to underpin the Workforce Strategy are expected to be covered by the reducing Hoople Ltd SLA, led by retained HR and OD resources whilst also requiring the buy-in and support of all managers and staff across the organisation. Specific initiatives within the workforce delivery plan will be progressed under targeted business cases; e.g. the refreshed reward framework.

## **14. Legal Implications**

14.1 The Workforce Strategy takes account of all applicable employment legislation.

## **15. Risk Management**

15.1 The risk of not approving the Workforce Strategy would result in reduced capacity and capability to deliver the organisations priorities identified in the Corporate Plan. The achievement of the delivery against the Workforce Strategy is dependent on several factors and capability. These are detailed below and mitigating factors identified:

15.1.1 A revised HR service model will require a shift of responsibilities to people managers. The capacity and capability of managers to respond to this shift is a risk. The Workforce Delivery Plan details planned development interventions aims to mitigate this risk.

15.1.2 Technical capability – the new way of working is dependent on technical solutions that are identified within the IM&T strategy. If these are not delivered, the shift to empowering managers and enabling the revised HR service model to be effective and the implementation of cost effective training delivery, will be challenged. This risk is mitigated through the prioritisation of work captured in the IM&T strategy and delivery plan.

15.1.3 Pace and scale of change – there is a risk that our managers and staff cannot or choose not to embrace the change required. Good partnership working with the Trade Unions has been established which will be critical to the success of achieving this along with the focus on change and engagement and performance management outlined in the delivery plan.

15.1.4 Individual capacity and resilience during times of change can be a challenge, leading to the risk of increased absence and turnover. It is therefore important that this is recognised and well managed to minimise any levels of stress. Involving employees in the development of their service areas, health and wellbeing initiatives including training on managing stress and good communication and engagement are ways to mitigate this risk and have been considered in the development of the delivery plan.

## **16. Consultees**

16.1 The Workforce Strategy has been widely discussed and circulated across the organisation with Leadership Team, Senior Management, Trade Union representatives and groups of employees.

## **17. Appendices**

17.1 Appendix A - Workforce Strategy

Appendix B - Draft Workforce Delivery Plan

## **18. Background Papers**

18.1 None identified.