

## WAVERLEY BOROUGH COUNCIL

EXECUTIVE – 13 APRIL 2010

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**Title:**

**WAVERLEY BOROUGH COUNCIL – WORKFORCE STRATEGY 2010/2015**

**[Portfolio Holder Cllr Denise Le Gal]**

**[Wards Affected: All]**

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**Summary and purpose:**

The aim of this strategy is to ensure that Waverley Borough Council is equipped to provide excellent services to local people, and strong community leadership to our communities, through operating first-class human resources policies and practices.

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**How this report relates to the Council's Corporate Priorities:**

The Council is a people-based service delivery organisation, so the calibre and engagement of our staff team is crucial to the delivery of all five of the Council's corporate priorities

**Equality and Diversity Implications:**

The workforce strategy incorporates actions to promote equality in recruitment, conditions of service, training and development. This will help Waverley to become one of the leading authorities in the country and to ensure that the Council's services best meet the needs of all groups in the community, focusing, where appropriate, on issues such as social inclusion and community cohesion.

**Resource/Value for Money implications:**

Financing the workforce strategy is a crucial part of the financial strategy and the annual budget process to ensure the Council has the resources in place to meet its corporate priorities. The Council must look to secure value for money in procuring its workforce just like any other part of the Council's spending.

**Legal Implications:**

There are no direct legal implications.

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**Introduction**

1. An effective workforce strategy is essential to the sound delivery of the Council's services, to meet the needs of our communities. This strategy replaces the earlier strategy of the Council that was produced in line with the Government's 2007 Local Government Workforce Strategy. The Council's

workforce strategy has five themes, which is in accordance with the Government's strategy. These are:

- i. Organisational development: effectively building workforce support for new structures and new ways of working to deliver citizen-focused and efficient services in partnership.
- ii. Leadership development: building visionary and ambitious leadership, which makes the best use of both the political and managerial role, operating in a partnership context.
- iii. Skill development: with partners, developing employees' skills and knowledge, in an innovative, high performance, multi-agency context.
- iv. Recruitment and retention: with partners, taking action to address key future occupational skill shortages, promote jobs and careers, identify, develop and motivate talent and address diversity issues.
- v. Pay and rewards: modernising pay systems to reflect new structures, new priorities and new ways of working and to reinforce high performance, including encouraging a total rewards approach.

### **How will this help?**

2. The strategy will provide a clear vision for our development of a modern flexible workforce. It will provide a clear statement about what the Council wants to do, how it will do it and a comprehensible action plan identifying time scales, lead officers and resource implications to enable us to measure success. The strategy is transparent and ensures that our workforce knows what we are striving to achieve.

### **Who is responsible for delivering the plan?**

3. The Corporate Management Team will be responsible for delivering the strategy and will assign responsibility for the delivery of specific actions to Heads of Service, Connectors and the HR team. Connectors are the Council's middle management team who report to Heads of Service. They manage staff and are responsible for service delivery and customer care.

### **Conclusion**

4. The workforce strategy is designed to develop a high performance team that will deliver the Council's corporate priorities in a clear and unambiguous way.

### **Recommendation**

It is recommended that the Executive approve the Workforce Plan.

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## Background Papers

There are no background papers (as defined by Section 100D(5) of the Local Government Act 1972) relating to this report.

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