



Human Resource Strategy 2008 - 2012

1. Introduction

- 1.1 Merseyside Waste Disposal Authority's Human Resource Strategy is designed to support its vision to improve people's quality of life by ensuring that waste is sustainably managed to bring about the best combination of environmental, economic and social benefits.

In order to achieve this purpose, we must be able to meet changing public expectations of what the Authority is here to do, and we must retain high levels of public respect and support. Consequently, it is necessary to have a clear picture of the organisation we are seeking to develop.

- 1.2 The HR Strategy 2008 – 2012 underpins the Authority's aims which are to:
- Ensure that the people of Merseyside receive value for money services of the highest quality that are focused on the needs of the community and the environment.
 - Acquire and maintain quality waste facilities which meet the current and future needs of the Merseyside Partnership and deliver improved environmental performance
 - Govern in a fair, open, honest and inclusive way which clearly demonstrates a sustainable and responsible approach to working for and with the community
 - Deliver a Joint Municipal Waste Strategy for Merseyside which ensures the sustainable management of municipal waste produced on Merseyside

2. HR Strategy

- 2.1 The Authority's HR Strategy reflects and to some extent mirrors The Local Government Pay and Workforce Strategy 2007. This will ensure, that in future, the Authority is more closely aligned to an integrated public service agenda.
- 2.2 The Strategy is designed to encompass all employees within the Authority. It aims to embed the commitment to diversity and equality in our Services.

- 2.3 The Authority aims to achieve an effective balance between corporate, section and individual training and development needs, all geared to enhancing quality and performance and with the development of people at the heart of the overall HR Strategy.
- 2.4 The Authority recognises that all of its staff need opportunities to acquire and develop the relevant skills and competencies to enable them to perform their roles effectively and to a high standard. To this end staff development and training (SD) is viewed as an investment rather than a cost and requires excellent planning and coordination if the Authority's investment in its people is to be fulfilled.
- 2.5 Now, more than ever, there is a strong emphasis on people management, workforce planning and workforce development. HR Strategies however, must be delivered within the resources available to the Authority. Changes need to improve the efficiency and productivity of our services and real improvements in the pay and conditions of the employees of the Authority need to be both affordable and matched by improvements in service delivery.

3. Objectives

- 3.1 The broad objectives of the strategy are outlined below and focus on six key priority areas considered to be central to delivery.
- 3.2 The objectives of the Strategy are to:**
- Support the Authority in meeting current and future organisational needs.
 - Support the Authority in achieving a culture of continuous improvement in organisational, section and individual performance.
 - Support the Authority in achieving a diverse workforce that is representative of the communities it serves across all occupational groups and at all levels, promoting equality, fairness and dignity in the treatment of all employees.
 - Support the Authority in achieving value for money from its investment in people management, including the efficient and effective targeting, deployment and management of resources and expertise.

- Support the Authority in creating a sustaining and competent, motivated and well-led workforce, recognising the particular context of leadership.
- Support the Authority in developing and implementing employment packages that meet the needs of a modernised service and flexible workforce.
- Support the Authority in developing collaborative methods of working and effective partnerships.
- Support the Authority in promoting Merseyside Waste Disposal Authority as an employer of choice.
- Support the Authority in recognising the contribution of all employees.

4. Key Priorities

4.1 From the broad objectives six key priorities flow :-

1. Developing Leadership Capacity

The development of leadership capacity amongst both senior managers and elected Members (including attracting effective leaders into the Authority from other sectors).

2. Developing the Organisation

Developing the organisation to achieve excellence in people and performance management, partnerships and the efficient delivery of services.

3. Developing the Skills and Capacity of the Workforce

Across all areas within the Authority including technical, specialist and support services, management and frontline workforce.

4. Recruitment and Retention

To ensure the Authority plans to recruit, develop

and retain the employees it needs, whilst supporting and promoting equality and diversity.

5. Recognition and Reward

Ensuring that pay, reward and recognition structures attract, retain, motivate and develop a skilled and flexible workforce whilst achieving value for money in service delivery.

6. Developing the Capacity of HR

Identifying and building on the skills and expertise of the HR function in planning and delivering the modernisation agenda.

4.2 Priority 1 – Developing Leadership Capacity

The development of leadership capacity will focus on supporting and improving the quality of political and managerial leadership in the Authority. This includes developing the capacity of existing sections and planning the development of future leaders.

Our key aims will be to:

- Develop the capacity and quality of section management.
- Ensure that elected Members have the knowledge and understanding of the Authority's issues to enable them to be effective in their role.
- Share learning opportunities for Senior Managers and Elected Members.
- Support succession planning and systems to identify and support staff with high potential for future leadership positions.
- Support Managers to adopt a risk based approach to delivering the corporate objectives.

Key Actions

- Develop guidance on workforce succession planning strategies.

- Work with lead stakeholders to develop a comprehensive information pack for elected members.
- Support and contribute to leadership development stemming from national strategies.

4.3 Priority 2 – Developing the Organisation

This will focus on identifying successful approaches to managing performance and productivity to support the delivery of continuous improvement. We want to build on a successful partnership approach to employee relations focused at the appropriate level within the Authority to enable change to be managed effectively.

We must challenge further how we currently operate and develop the role of the community and voluntary sectors, as well as considering the role of the private sector in the provision and delivery of services.

Our key aims will be to:

- Promote effective performance management through the Authority's performance management framework.
- Support and share best practice in delivery against people management performance indicators including sickness absence.
- Support improvements in organisational productivity and efficiency and sustainability.
- Identify and work with partners including the community and voluntary and private sectors.
- Support effective engagement and communication strategies for all employees within the Authority.
- Ensure that all staff are treated with respect and dignity and valued for their contribution in line with core values.
- Build and maintain effective employment relations.

Key Actions

- Produce framework to deliver prioritised HR tools and guidance

- Undertake a review of the effectiveness of new procedures for employee relations.
- Work with other stakeholders to develop employment relations skills for senior managers.
- Ensure the Authority's Performance Management System is communicated effectively and utilised by all staff.

4.4. Priority 3 – Developing the Skills and Capacity of the Workforce

The emphasis will be on achieving a significant increase in the skills of employees, including raising levels of training, development and performance and multi-skilling to increase productivity and flexibility and promote cultural change.

The Authority must improve the quality of operational learning and development to enhance the critical skills of front line employees and provide a career path for technical and specialist staff.

We want to promote continuous improvement through challenging existing processes and procedures and encouraging partnership working and learning from best practice.

Our key aims will be to:

- Raise performance and skills across all functions of the Authority.
- Ensure the Authority provides an effective framework for people development support through the Staff Development Scheme.
- Promote the effectiveness of performance management systems.
- Develop an inclusive and positive culture that values diversity and challenges unacceptable behaviour.
- Ensure that learning and development addresses organisational, section and individual skills gaps.
- Ensure that critical learning and development needs are correctly prioritised.
- Support the development of effective change management.
- Encourage the Authority to adopt appropriate quality management systems.

Key Actions

- Develop best practice guidance on the implementation of effective employee development frameworks to include skills gap analysis.
- Develop existing mechanisms to assess the effectiveness and return on learning and development.

4.5. Priority 4 – Recruitment and Retention

The Authority will continue to ensure that its Recruitment and Retention Policy is utilised to take action in addressing key future occupational skill shortages, promote jobs and careers and identify, develop and motivate talent.

Diversity in every sense must be mainstreamed into managing performance and ensuring that workforce diversity issues are tackled effectively.

Our key aims will be to:

- Build a diverse workforce by identifying under-represented groups locally in the workforce and encouraging new approaches to ensure open access to recruitment opportunities.
- Meet legal requirements and encourage the use of equality impact assessments across working practices, selection and progression.
- Support the use of a fair and transparent recruitment and promotion process at all levels for all employee groups.
- Support recruitment and retention initiatives for shortages in key skills.
- Attract and retain talented people by encouraging the provision of a positive working environment which recognises the contribution of individuals and support the aims set out in 'developing the organisation'.
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- Promote robust and consistent workforce planning systems and procedures and share best practice.

Key Actions

- Identify good practice approaches to workforce planning to facilitate consistent analysis of the workforce and skills needed within the organisation.
- Ensure the Recruitment and Retention Policy in conjunction with the Equality and Diversity Scheme meets the needs of the Authority without any adverse impact on any groups or services.
- Develop the Communication Strategy to promote the Authority as an employer of choice.

4.6. Priority 5 – Recognition and Reward

The Authority must ensure that any national overarching framework of terms and conditions (The Green/Blue Book) is reviewed regularly to support the business needs of the organisation.

In developing pay strategies however, we must continue to combine the flexibility of local determination within the stability of a national collective bargaining framework for general pay increases for all staff covered by national bargaining arrangements.

Our key aims will be to:

- Seek pay and reward structures for all employees that support high performance, highly skilled and flexible workforce.
- Ensure equal pay for work of equal value.
- Develop and promote the elements within the employment package to support the Authority being an employer of choice for example, work/life balance, personal development and health and well being.

Key Actions

- Undertake a review of grading structures to comply with equal value and equality principles.

- Ensure the Staff Development Scheme is fully utilised to determine adequate competencies and organisational skill provision coupled with individual personal development.

4.7 Priority 6 – Developing the capacity of HR

We need to invest in the people management and developments skills within the Authority to create the intellectual capacity to enable services to be delivered. It is crucial that we develop the HR role from being advisory and transactional to becoming a more strategic partner and key advisor to the Authority.

Our key aims will be to:

- Develop the contribution of HR to strategic decision making.
- Promote the importance of developing people management skills in managers through professional HR support
- Maximise the contribution of HR by, promoting innovative and cost effective solutions to the delivery of HR Services.
- Support continuing professional development of HR skills and knowledge to meet the improvement objectives of the Authority.

Key Actions

- Develop guidance on the contribution of the HR function to successful organisational development.
- Develop relationships with professional bodies to facilitate sharing of knowledge and good practice of the HR Function.
- Ensure a programme of management development is undertaken by all managers to develop the appropriate management skills.