

HUMAN RESOURCE STRATEGY 2008 -2012
WDA/45/08

Recommendation

That:

1. The Human Resource Strategy 2008 – 2010 be approved; and
2. The Director be instructed to submit a further report to the Authority on the specific implications of Job Evaluation.

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HUMAN RESOURCE STRATEGY 2008 - 2012
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Report of the Director

1. Purpose of the Report

- 1.1 To seek the Authority's approval to the Human Resource Strategy 2008 - 2010

2. Background

- 2.1 It is important that the Authority gives priority to workforce planning and investment in developing the future workforce.
- 2.2 Structural and cultural changes are on the agenda for many authorities, including changes required to implement new partnership or shared service arrangements, to deal with single status or to improve two-tier working.
- 2.3 There is also a need to respond to complex cross-cutting issues such as social exclusion, poor skills, anti-social behaviour and the risk of social polarisation. These contextual changes, and authorities' response to them, mean changes for workforce practices, skills and jobs.
- 2.4 Workforce issues are now much more high profile, with much greater understanding of the importance of having people with the right skills, attitude and commitment to achieve an Authority's objectives. There is widespread recognition of the importance of investment in leadership development, including growing action to develop the leaders of the future.
- 2.5 The Local Government Workforce Strategy was launched in 2003 by the Office of the Deputy Prime Minister, the Local Government Association (LGA) and the Employer's Organisation for Local Government. The current 2007 Strategy identifies the key actions in relation to workforce challenges and supports the organisation is tackling those workforce challenges in a changing environment.
- 2.6 In order to meet its objectives it is proposed that the Authority establish a corporate and systematic approach to identifying and delivering an

effective Human Resource Strategy which will ensure that in future, it is more closely aligned to an integrated public service agenda.

3. Current Situation

- 3.1 The Human Resource Strategy 2008 – 2010 is attached at Appendix 1.
- 3.2 The document reflects and to some extent mirrors The Local Government Pay and Workforce Strategy 2007. The Strategy is designed to encompass all employees within the Authority. It aims to embed the commitment to diversity and equality in our Services and underpins the Authority's corporate aims.
- 3.3 The objectives of the Strategy are to support the Authority in:-
 - Meeting current and future organisational needs.
 - Achieving a culture of continuous improvement in organisational, section and individual performance.
 - 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.
 - Achieving value for money from its investment in people management, including the efficient and effective targeting, deployment and management of resources and expertise.
 - Creating a sustaining and competent, motivated and well-led workforce, recognising the particular context of leadership.
 - Developing and implementing employment packages that meet the needs of a modernised service and flexible workforce.
 - Developing collaborative methods of working and effective partnerships.
 - Promoting Merseyside Waste Disposal Authority as an employer of choice.
 - Recognising the contribution of all employees.
- 3.4 In order to achieve the identified objectives, six strategic priority areas have been identified :

- Developing Leadership Capacity
 - Developing the Organisation
 - Developing the Skills and Capacity of the Workforce
 - Recruitment and Retention
 - Recognition and Reward
 - Developing the Capacity of HR
- 3.5 Key Aims have been identified for each of the strategic priority areas from which stem the appropriate key actions. The full action plan is attached at Appendix 2.
- 3.6 One of the most significant areas requiring development relates to Priority 5 – Recognition and Reward which has a key aim to, ‘seek pay and reward structures for all employees that support high performance, highly skilled and flexible workforce.
- 3.7 To develop this area further may require the Authority to undertake an appropriate Job Evaluation exercise to review the current grading structure and ensure compliance with equal value and equality principles. A further report on Job Evaluation will be presented to Members for their full consideration.
- 3.8 Other key areas include the development of workforce succession planning to ensure that the Authority maintains a skill base which meets its needs; delivering effective and efficient returns on workforce training; and the continued development of management skills.

4. **Risk Implications**

4.1 The following risk analysis had been undertaken in relation to this report

Identified Risk	Likelihood Rating	Consequence Rating	Risk Value	Mitigation
Authority may be open to claims of discrimination	1	4	4	Ensure HR Strategy is applicable to all employees
Authority fails to recruit,develop	1	4	4	Ensure Recruitment and Retention

or retain appropriate employees				Policy is utilised to take address succession planning
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5. HR Implications

- 5.1 The Authority promotes equal opportunities throughout the organisation and works to achieve a fair and equitable working environment for all employees. The Authority recognises that our ability to maximise our performance is improved by having a diverse workforce who have the correct skills and understanding to achieve our objectives. The HR Strategy 2008 -2012 has been developed in line with our commitment to equality and diversity and will be applied in full, on a fair and consistent basis to all employees of the Authority.

6. Environmental Implications

- 6.1 The development and continuous improvement in performance of the organisation and staff will positively support the implementation of the Authority's policies on sustainable development and the environment. This will help to ensure that we effectively manage the environmental impacts which may occur through our activities and decision making.

7. Financial Implications

- 7.1 There are no direct financial implications from the report. However, the exercise of Job Evaluation itself may result in additional costs or savings which will be highlighted in a future report.

8. Conclusion

- 8.1 The HR Strategy 2008 – 2010 aims to identify and review the key current and future workforce challenges facing the Authority and its partners.
- 8.2 Through identified objectives and priorities the associated Action Plan will ensure that effective measures are introduced to support the Authority in addressing these challenges.
- 8.3 The HR Strategy 2008 – 2010 will support the Authority's vision to improve people's quality of life by ensuring that waste is sustainably managed by a workforce that is closely aligned to an integrated public service agenda.

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The background documents to this report are open to inspection in accordance with Section 100D of The Local Government Act 1972 - Nil.