

## MERTHYR TYDFIL COUNTY BOROUGH COUNCIL



# Strategic Workforce Plan 2018

**To strengthen Merthyr Tydfil's position as the regional centre for the Heads of the Valleys,**

**and be a place to be proud of where:**

People learn and develop skills to fulfil their ambitions,  
People live, work, have a safe, healthy and fulfilled life,  
People visit, enjoy and return

## 1. Introduction

- 1.1 Merthyr Tydfil County Borough Council has been subject to significant challenge in the last few years, from austerity measures to challenging needs of a growing and changing community. All Local Authorities are going through a time where the delivery of services needs to be re-aligned so that the reductions in budgets do not affect the quality and outcomes for the community.
- 1.2 Merthyr Tydfil in particular has a further challenge of delivering services in a deprived area that has high demands for its social services. Many of the employees of the Council also live within the local community, and are therefore affected by the economic and social needs. It is important for the Council to succeed in its endeavour to continue to deliver quality services, respond to the social needs of the community and support economic growth.
- 1.3 The purpose of this Workforce Plan is to review and anticipate the workforce implications and help set out some specific actions to help achieve the council's objectives and priorities. The workforce plan aims to set out a plan to deal with the known changes over the next four years and to anticipate and plan for challenges which are like to be significant for the council but may not be clearly defined.
- 1.4 The council is continuing to experience challenging financial strains and the social and demographic change is ever increasing and expectations of the public is changing in terms of supply, quality and demand/speed of service. The workforce plan has been designed in line with service areas requirements and manager input to ensure it supports the delivery of critical services within the council.
- 1.5 Workforce planning is getting the right number of people with the right skills employed in the right place at the right time to deliver an organisation's short- and long-term objectives. It covers a diverse range of activities, such as succession planning, flexible working, job design, and many more. Whatever its precise form, workforce planning should be linked to strategic business goals and viewed as an important part of the strategic business planning process.
- 1.6 The Plan for Merthyr Tydfil CBC has been drafted based on the following:
  - *Setting the strategic vision and values for the council*
  - *Analyse the current workforce within the council and any issues which may affect us over the next 4 years.*
  - *Anticipate the demand for the future and review the skills and competencies required for future employees.*
  - *Develop an action plan to meet the needs of where we are now to where the future workforce needs to be.*
  - *Develop monitoring and evaluation plans to sustain the workforce planning process.*

## 2. The Challenge

- 2.1 The challenge now for management and employees of the Council is to respond to these aspirations and to the needs of the changing population against a backdrop of increasing national scrutiny, welfare reform and significantly reducing resources. Services cannot run without employees with the right skills, and so maintaining an appropriate level of skilled employees is one of the biggest challenges facing the Council.

### 3. Corporate Vision and Priorities

#### 3.1 Vision for Merthyr Tydfil

To strengthen Merthyr Tydfil's position as the regional centre for the Heads of the Valleys, and to be a place to be proud of where:

- *People learn and develop skills to fulfil their ambitions*
- *People live, work, have a safe, healthy and fulfilled life*
- *People visit, enjoy and return*

#### Focus on the Future

- **Best start to Life** – Children and young people has the best start to life and are equipped with the skills they need to be successful learners and confident individuals.
- **Working Life** – People feel supported to develop the skills required to meet the needs of businesses with a developing, safe infrastructure making Merthyr Tydfil as an attractive destination.
- **Environmental Wellbeing** – Communities protect, enhance and promote our environment and countryside.
- **Living Well** – People are empowered to live independently within their communities, where they are safe and enjoy good physical and mental health.

#### PSB Wellbeing Plan

- **Community Resilience and Wellbeing** – To promote safe, confident, strong and thriving communities improving the wellbeing of residents and visitors and building on our community assets.
- **Lifestyles, health and Vulnerability** – To help people live long and healthy lives and overcome any challenges.
- **Economy and Infrastructure** – To grow a strong local economy with sustainable transport that attracts people to live, work and play in Cwm Taf.
- **Tackling loneliness and Isolation** – We will work in new ways to channel the undoubted strengths of our communities, including volunteers to tackle more effectively the loneliness and isolation which often exists within many of them.

#### **Political Priorities**

- We will look after all our citizens by providing an affordable quality education and social care enabling everybody to lead their lives to their full potential.
- We will encourage active lifestyles and promote wellbeing.
- We will support a strong, sustainable, diverse and successful environment and economy.
- It is important to remind ourselves of the MTCBC Vision, values and objectives and to show how our roles help MTCBC achieve its overall Vision and be part of a better Wales.

- 'Focus on the Future' comes from the new Wellbeing of Future Generations Act. This set seven goals for the whole of Wales to build a better Wales for the future. The Act also sets out how to do it, i.e. five ways of working. From this we have set four objectives for MTCBC; one per Chief Officer.

#### 4. The Workforce

- 4.1 There are a wide variety of employment types including full-time, part-time, job-share, permanent, temporary, fixed-term, term-time. The council also employs casual and relief workers who do not have fixed hours.

The corporate FTW workforce has decreased over the last three years

	2014/2015	2015/2016	2016/2017	2017/2018
<b>Corporate</b>	2056	1836	1821	1789
<b>Schools</b>	527	500	496	495
<b>Total Headcount</b>	2583	2583	2317	2284

	2014/2015	2015/2016	2016/2017	2017/2018
<b>Corporate FTE</b>	1481.9	1315.1	1358.9	1287.8
<b>Schools FTE</b>	497.5	475.8	466.3	467.1
<b>Total FTE</b>	1979.3	1790.9	1825.3	1754.9

#### 4.2 Chart 1- Ages of employees as at 31 March 2018

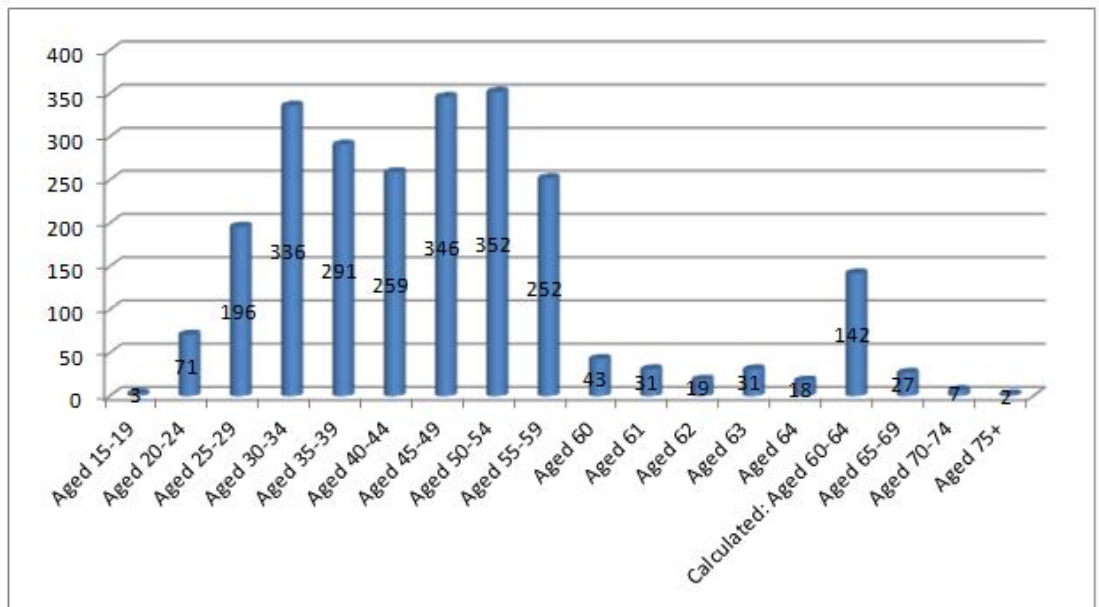


Chart 1 show that the majority of employees are between 50-54 years of age. This has changed from 2014 where the majority were aged 45-49. This shows that the age of our workforce continues to rise and that further plans to ensure we are capturing the knowledge of staff remains a critical activity required from management at all levels. .

#### 4.3 Chart 2- Part timers Gender

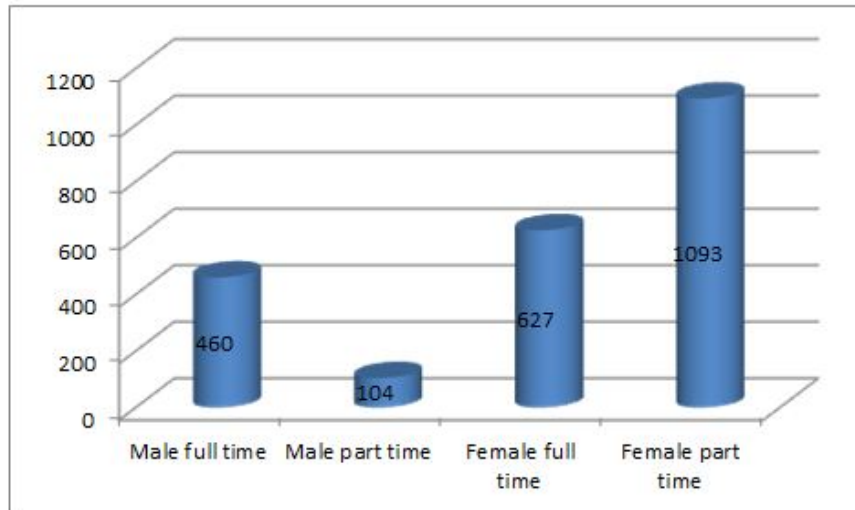
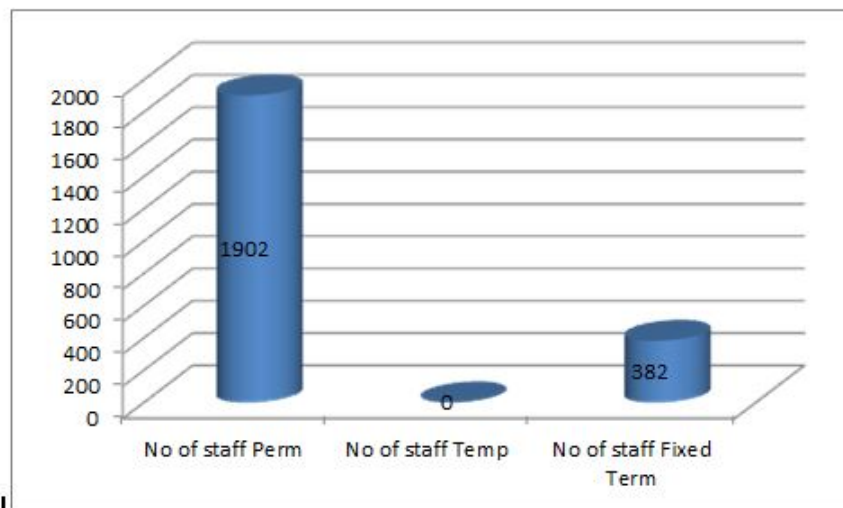
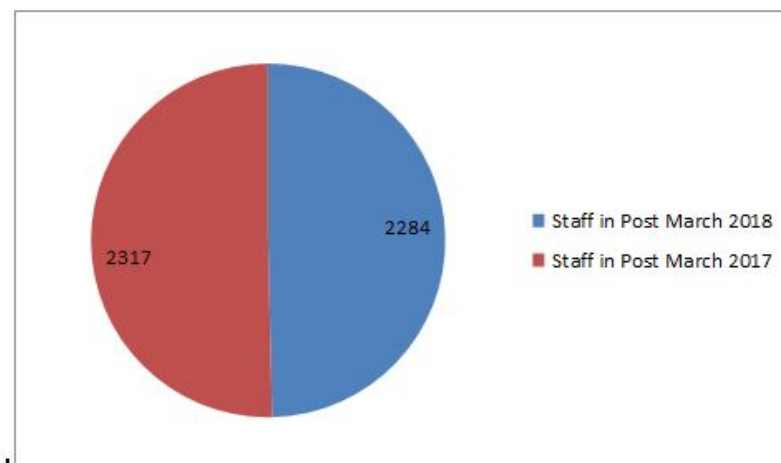


Chart 2 identifies that there is a high proportion of female part time staff. The challenge for the Council is to enable this group, often women with young families, to play an active role in the workplace through flexible policies and contracts and increased opportunity for development.

#### 4.4 Permanent, temporary and fixed term staff.



#### 4.5 Number of staff in Post comparison March 2017-2018



## 5. Union negotiation and consultation

- 5.1 The recognised unions are Unison, GMB and Unite. The Council has formal union meetings on a weekly basis since the beginning of the efficiencies programme.

## 6. The Council's Culture and workforce expectations

- 6.1 The Council aspires to be a high performing organisation. The Values and Behaviours have been developed to define these expectations in all employees (Appendix A).
- 6.2 The individual performance of employees has been further developed through the creation of '*Focus on Performance*.' This is the Council's performance management process which includes One to Ones and annual appraisals. These create stronger links to the corporate priorities and individual accountability.
- 6.3 Each and every employee has to be able to demonstrate that they are operating in a service that is value for money and is essential to the successful delivery of the service priorities. The Council has an obligation to support each employee in achieving this aim, although each employee has to also work to the highest performance level needed.

## 7. The Role of Human Resources in delivering Workforce Planning

- 7.1 To support the Council in sustaining its services at the agreed level, the Human Resource Service needs to be efficient and robust. It must be able to continuously assess the needs of the Council and be able to respond quickly in its support of this change.
- 7.2 This means the HR Service needs to continuously self-evaluate and scrutinise itself, ensure there are flexible employment contracts, interchangeable teams with transferable skills, and robust data to tell the story of the workforce position. Without HR demonstrating value for money and being corporate priority outcome focused, there is a danger of not being aware of or responding to a critical activity at the right time.
- 7.3 The Human Resources department will:
- Support the Focus on the Future programme in developing and facilitating a redundancy consultation programme, including communicating and consulting with the unions and the workforce and giving employment and HR advice;
  - Consult and assess equality issues and pay and grading impact;
  - Create fair and easy to use people policies to enable the business to develop and change according to the Corporate outcomes;
  - Evaluate jobs fairly and consistently;
  - Assist managers in identifying and developing employee skills;
  - Develop individual performance management tools (**Focus on Performance**);
  - Administer and collate data reports for managers to use for performance management purposes;
  - Create and issue employment contracts as instructed by policy and procedure;
  - Support managers in using all HR policies, updating the policies to ensure they are fit for purpose;
  - Assist and support in health and safety matters, mitigate and assess risks;
  - Lead on HR aspects of projects, collaborating with others;
  - Assist managers in restructuring and planning for the future employment needs;

- Reduce the litigation risks of the Council by continuously evaluating the Council's needs, risks and giving timely and accurate advice
- Work with the Equalities and Welsh language Officer to ensure equalities and Welsh language issues are addressed and in compliance

## 8. Workforce data assessment

- 8.1 Culturally the Council is on a journey, where it needs to define its strategic direction more clearly, have better communication to employees so they are clear on their priorities, stronger individual performance management so employees have clear roles and responsibilities, robust and honest self-evaluation, and a meaningful set of values and behaviours that employees are expected to follow. It is particularly important for all managers to 'lead by example' and adhere to these. The Human Resource will continue to do the same and demonstrate its commitment to supporting a culturally professional and mature organisation.
- 8.2 Underpinning this is the development of collaborative working across the Council. Historically each area tended to work independently, with separate priority outcomes and objectives. This often created duplication of effort, and more importantly activity in one area causing a negative impact on another. This cannot continue and so the Council has been working towards a centrally controlled budget programme that is able to identify commonality, risks and impact across the whole Council activity.

### 1. Skills and Capacity

- 9.1 The Corporate priorities, in relation to financial management, not only put pressure on Finance and Accounts sections, but all managers responsible for budget management. It is critical that the managers and finance teams have skills and capability to develop effective financial management using Value for Money tools.
- 9.2 In addition to the reduced budgets, there have been significant changes in legislation. This has caused a dichotomy between investment of employees and budget available. Managers are now juggling reduced budgets with an increased pressure to change the way the service is delivered.
- 9.3 Leadership needs to remain strong and focused over the next few years, as the change is far more significant than it has been before. The Corporate Management Team and Senior Leadership Team were set a task to identify key skills development for the Council. The results of this included developing skills in:
- *Aspirational Leadership and effective communication*
  - *Change management*
  - *Project management*
  - *People skills (including difficult conversations and those associated with making changes that impact negatively on the workforce)*
  - *Budget and financial management (value for money being critical)*
  - *Using data more effectively to self-evaluate and plan better*
- 9.4 In addition to management development, operational management skills are being lost through the voluntary early retirement that is currently in place to manage the budget reductions. We need to ensure that the remaining managers and any new managers have effective people skills. People management skills have been identified as relevant to the current leadership team, and those at first line management level.
- 9.5 Social Services have a robust system run by the Training and Development team who sources and supports courses targeting the needs of social care. The Council also has

a Service Level Agreement with Rhondda Cynon Taf CBC, and Caerphilly CBC to access low cost courses. Many other managers will access specific training for their staff for the professional areas they work in. This is not however centrally controlled or measured. Since training budgets have been depleted, this has made it more difficult for managers to access suitable training to retain a level of capability in their employees, and respond to the difficult situations that they encounter.

- 9.6 As the Council reduces, more pressure is placed on managing services with fewer managers. The Council has traditionally, due to the compact size, been one that recognises managers need to be both people managers and technical officers. Where other Council's may be able to separate these out into distinct jobs, Merthyr Tydfil CBC has not been able to do so. More people to manage and a wider service responsibility is reducing time to work on strategic issues. This is a pressure point that will need to be addressed through additional development and time management. Any re-structure will also need to consider the span of control that each manager is able to hold.
- 9.7 There is also evidence that professional skills are being eroded through employees not completing professional qualifications in their areas. In addition, Continued Professional Development (CPD) has been affected by constant changes to professional services via legislation or delivery plans, time to complete with work demands, and also funding in some cases. In time, this will likely have a knock on effect to succession planning and service standards.
- 9.8 The current financial climate has however created opportunities, such as services that are utilising transferable skills that are broad enough to work in more than one functional area. Many departments now have jobs that allow employees to work in more than one area of work that can respond to demands without relying on agency workers and overtime.
- 9.9 To prepare for these new ways of working the Council has to consider how it can ensure sustained development of its employees. However, the Council has not had a centrally controlled training and development service for some years. However this is currently being reviewed with a view to strengthening the opportunities being explored.

## 2. Focus on My Performance

- 10.1 Managing issues with capability and holding employees accountable for performance were significant issues that came out of recent focus groups. It was considered that capability matters were not being addressed, and were de-motivating the workforce. Suggestions to address this included improving confidence of managers to approach employees with poor performance, setting up consistent and regular one to ones and appraisals, and ensuring the capability and individual performance policy is being effective. ACAS training was provided to managers recently, and the HR Department will provide more sessions as required.
- 10.2 A new 'Focus on My Performance Scheme' has been developed to replace a system that was not consistently applied. There is evidence that many services are now setting up regular meetings. Those areas not familiar with holding structured meetings would also benefit from training. The objective of this is to ensure messages are clear and accurate, and employees are clear about their work expectations.
- 10.3 The new individual performance appraisals are complimented with the Senior Leadership Group completing Performance Statements that hold each leader accountable for the delivery of priorities. These are then shared with others in the team to create a distinct link between each level of management and employee within the Council.



- 10.4 Although the one to ones have been welcomed, it was expressed by managers that the pressures of work demands affect the opportunity to meet staff on a regular basis. The one to one procedure requires managers to find the time to meet staff. It is critical that employees are given regular feedback and updates so this issue of time management will need to be reviewed to ensure that the Council is engaging with its employees effectively. This is especially so in the current climate where changes are constant.
- 10.5 Developing people skills, as noted under 'Skills and Capability', will also increase confidence in managers when undertaking one to one meetings. Cultural barriers are also preventing effective one to ones, as there is evidence that some managers currently view one to one meetings with staff as punitive, and use them only when performance is poor. Team meetings take place to share information with some informal or ad hoc individual meetings. This could result in lower morale, lack of clarity in work tasks, misinterpretation of communications and information and the manager missing an opportunity to give support. To address this it is important to offer training to managers on the positive impact frequent meetings will create.

### 3. Succession Planning

- 11.1 On the whole, those who have nominated to take Voluntary Early Retirement over the next couple of years have been included in a plan to transfer the skills and re-structure so the skills gap does not impact on the service delivery. However, if not all services ensure that they spend time doing this, with the pace of change, there is a danger that skills will be lost more quickly than they can be replaced.
- 11.2 There are service areas that have such low capacity already; the issue of single points of dependency (SPOD's) cannot be overcome. Due to the professional skills required in some of these areas, it will be difficult to replace any leavers with another employee who has the same level of knowledge. Regular discussions on case management and occasional external support is used to manage this.
- 11.3 Areas such as CCTV/Lifeline are critical functions that operate over 24 hours seven days and week. The employee pressures here will be reviewed in light of other business support functions being integrated. Where skills sets are of a similar level and relatively easy to share, this is a useful way to increase capacity and skills.
- 11.4 Managers need to consider not only the skills that the current employee group has, but what would occur if any of the employees were to leave. Many managers have an instinctive and informal plan to cater for this, with formal plans not always in place. Nevertheless some services have put in place more robust plans, such as ensuring procedures are consistent, employees can cover higher level work as well as peers, and officers can deputise to manage business continuity (e.g. ICT). Others are using a skills matrix to ensure the skills are distributed across more employees, and use coaching and mentoring.
- 11.5 Ultimately more formal and corporate succession planning is needed. Many managers are concerned that succession planning will develop unequal opportunity. There is a need for balance between specifying individuals as having potential for advancement and a fair and transparent system. This can be done through adapting a broader skills development programme that ensures that there is a choice of candidates who are capable of moving up to the next level, or even across to another service.
- 11.6 Business continuity is also dependent on being able to recruit to vacancies and move the relevant skills to where the demand is highest. The restriction of new candidates to

vacancies because of the redundancy policy is a risk that needs to be managed better. Some managers find the process long and onerous in replacing vacancies, with the selection of skills reduced through the limited choice of candidates. In addition, where skills are not available, the vacancy is often filled by an agency worker until a suitable employee is identified. This then exacerbates the use of agency workers for relatively long periods of time, creating more instability within the workforce.

- 11.7 There is an interest in developing traineeships and apprentices within the workforce, something that the Council has not had the opportunity to create for some time. The need to replace the skills of employees that will leave the Council in the next few years, and the need to fill the skills gaps has meant that apprentices are becoming more attractive as a means to support business continuity. The NEETs agenda is also being supported through this by working with Social Regeneration and learning providers in creating some opportunities for this group to be able to apply for trainee jobs. Collaborative working has been used in various forms for many years (from full shared services to the simpler approach of SLA's). This, alongside outsourcing, continues to be considered to reduce pressure points in services from low budgets or low employee numbers.

#### 4. Service Delivery

- 12.1 The way the Council delivers its services will change radically over the next few years through advances in technology and artificial intelligence. This is evident in many services which are looking to deliver customer needs electronically, or via shared services and through Service Level Agreements with neighbouring authorities.
- 12.2 As is noted above, agency labour has been used by some services to retain flexibility in the workforce (mostly in social care, and manual front line services). When pressures are increased, there is a danger of the reliance becoming semi-permanent, which will impact on budget management and sustainable succession planning.

#### 5. Budget Management

- 13.1 It is not surprising that the reduction in budgets is having a significant impact on the Council. Often to deliver each service requires more budget than is allocated. A decision around delivering the best service or an adequate service is required- Value for Money. The uncertainty of Welsh Government funding values means that the financial planning needs to respond quickly to budget adjustments.
- 13.2 As part of the budget balancing process, it needs to consider the statutory costs that have to be funded, and any supporting costs for additional statutory training, service user needs and new legislation that place statutory responsibilities on the Council. Where these costs are secured, the savings then need to be met elsewhere, which then reduces the level of service for non-statutory but important services.

### 14. **Action Plan**

<b>Workforce Plan theme</b>	<b>Action</b>	<b>Delivery measure of success</b>	<b>Milestone/ Evaluation date</b>
Corporate Priorities and Outcomes	Work in conjunction with others to ensure effective communication channels are in place for all employees on the Corporate priorities and transformation change programme	Feedback from employees identifies that communications are in place and corporate priorities are known. Employees up to date on transformation change	

	<p>Support the re-structure of the organisation to create sustainability (ensuring spans of control are effective)</p> <p>Identify relevant and robust management information for managers to assess their people needs</p> <p>Undertake a yearly stress survey to assess the perceptions of motivation and organisational effectiveness</p> <p>Continue to develop the Strategic Workforce Plan to create strong links between the financial, asset and outcome priorities for the council</p>	<p>programme</p> <p>Prevent unrealistic management expectations on leaders to manage very wide spans of control</p> <p>Managers have relevant and accurate data</p> <p>Ability to measure staff stress levels and job role satisfaction</p> <p>Clear links that assist in defining the medium and long term planning of the Council, and ensuring the workforce is able to deliver the changes</p>	<p>July 2018 ongoing</p> <p>July 2018 ongoing</p>
<p>Skills and Capability</p>	<p>Develop a Leadership/Management training programme</p> <p>Skill all budget holders with Value for Money budget management</p> <p>Review the redundancy and redeployment policy and procedure to ensure that it is able to support recruitment with the right skills at the right time</p> <p>Create a Corporate system for managing training and development</p> <p>Skills sharing programme introduced to better enable sharing of good practice and skills</p> <p>Create and deliver a robust Induction programme (new starters and existing staff-refresher)</p>	<p>Managers Academy in place until July 2018. Evaluation of programme to review content for future leadership and management development.</p> <p>Balanced redeployment and recruitment system that supports redeployment with quick identification of internal skills gap so recruitment is effective and fair. Recruitment and redeployment issues mitigated early on</p> <p>Employees given the opportunity to transfer skills across the organisation, economies of scale</p> <p>As above</p> <p>All employees up to date with employment expectations</p>	<p>Sept 2017</p> <p>December 2018</p>

<p>Individual Performance Management</p>	<p>Implement the Focus on your Performance framework across the workforce.</p> <p>Appraisals and one to one training, including sharing tips and techniques from areas that already have robust systems.</p> <p>Ensure related policies, such as capability is effective in dealing with matters quickly.</p>	<p>All employees regularly met with, are aware of Corporate priorities ad activities</p> <p>Staff survey identifies a higher level of motivation and communication.</p> <p>Performance issues are addressed quickly with employees.</p> <p>Managers confident and competent in holding effective meetings.</p> <p>Managers able to resolve issues quickly and fairly</p>	<p>April 2018</p> <p>October 2018</p> <p>October 2018</p>
<p>Business Continuity</p>	<p>Create an effective Corporate succession planning process that links to the Leadership/Management development programme</p> <p>Undertake training and awareness on using succession planning in an equitable way</p> <p>Review recruitment policy in respect of ensuring the process does not impact on business continuity (grant and core)</p> <p>Apprenticeship/trainee framework created</p> <p>Develop a work placement policy to support young people's work experience</p>	<p>All key posts have a plan attached to develop skills and fill skills gaps</p> <p>Managers understand and comfortable with succession planning</p> <p>Barriers to recruitment removed</p> <p>Skills gaps no longer evident</p> <p>Increase in well managed work experience</p>	
<p>Service Delivery (including retention and recruitment)</p>	<p>Review the current working patterns and standard employment contracts to ensure they are fit for purpose for the Council</p> <p>Assess benefits and risks for using agency labour and self-employed contracts for temporary and ad hoc jobs, and reduce where necessary</p> <p>Support the development of pay and grading structures that balance out the need to reduce cost whilst considering retention and equalities issues</p>	<p>Fit for purpose for service needs and legally compliant</p> <p>Council has relevant numbers of employees, agency labour and self-employed with reduced liability</p> <p>New pay and grading structures in place</p>	

<p>Budget Management</p>	<p>Value for money training (see Skills and Capability)</p> <p>Review the Job Evaluation policy and process to ensure it remains fit for purpose during the significant change period</p> <p>Continue to review and challenge the use of agency workers for long term service delivery</p> <p>Continue to review use of overtime and support identification of alternative ways of delivering services outside of core hours</p>	<p>As above</p> <p>All jobs have accurate evaluations and process is fit for purpose</p> <p>Changes are correctly consulted on</p> <p>Reduction in numbers</p> <p>Reduction of use of overtime</p>	
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## Appendix A- Values and Associated Behaviours

Values and Associated Behaviours		
Value	Description In Appraisal Statement	Descriptors Identified By Staff Forum
<b>Honesty &amp; Openness</b>	Staff have been treated equally and fairly and engaged in influencing decisions especially those that directly affect them. Staff are supported to confirm their strengths and weaknesses in terms of performance and are helped to address areas for development. Staff feel comfortable about expressing their views but know that inappropriate behaviours and poor performance will be addressed.	<ol style="list-style-type: none"> <li>1. Staff know that they are working in an environment where they are being treated equally and fairly and that inappropriate behaviours are addressed</li> <li>2. Staff feel able to express a view about policies and procedures without fear of recrimination.</li> <li>3. Staff are provided with an honest appraisal of their strengths, weaknesses and areas for development</li> <li>4. Expectations of staff are in proportion to their respective job role and where performance falls short of these expectations, staff will know this will be addressed firmly but in a positive manner</li> <li>5. Staff know that recruitment processes will be open and transparent</li> <li>6. Where changes are proposed, these are appropriately consulted on especially with staff directly affected</li> </ol>
<b>Trust &amp; Respect</b>	Staff have been treated with trust and respect so that each is empowered to carry out their job role within a supportive accountability framework. Staff show loyalty and commitment but where trust is abused this will be addressed. Staff show mutual respect for other staff	<ol style="list-style-type: none"> <li>1. Staff know that they are working in an environment where they are valued and trusted</li> <li>2. Staff feel that the goodwill, loyalty and commitment each shows are recognised</li> <li>3. Staff feel empowered to deliver their job role within a supportive accountability framework and have flexibility to deliver this within the agreed policies and procedures</li> <li>4. Staff know that where trust is abused that this will be addressed</li> </ol>
<b>Accountability</b>	Staff are held accountable for their performance within a defined but mutually supportive performance appraisal and meeting framework. Staff follow policies and procedures and know that non-compliance will be addressed. Staff are aware of the Council's overarching priorities	<ol style="list-style-type: none"> <li>1. Staff show a professional attitude to other staff and customers at all times</li> <li>2. Staff work within a Council Constitution which requires compliance with agreed standing orders, policies, procedures and decisions</li> <li>3. Staff are aware of the Council's overarching purpose and priorities</li> <li>4. Through negotiation with the manager/supervisor, staff are set clearly defined performance objectives, milestones and criteria for success through an annual performance appraisal system</li> <li>5. Managers and supervisors meet regularly and appropriately with staff to ensure an ongoing dialogue about progress and future areas for development</li> </ol>

<p style="text-align: center;"><b>Learning</b></p>	<p>The development and training needs of staff are identified as part of the performance appraisal and meeting framework. New staff have an induction process and an appropriate training and development programme is available to meet the agreed needs of individuals within the organisation. Staff are encouraged to share practice and to learn from others.</p>	<ol style="list-style-type: none"> <li>1. Staff know that they are working in an environment where they will be able to learn and develop skills to be effective in delivering their job role</li> <li>2. New staff are made aware of the running of the authority by way of an induction package which reinforces the values and the importance of a professional attitude in every aspect of their work</li> <li>3. Effective practice and ideas are shared within and across teams and departments which helps others' improve their efficiency and effectiveness</li> </ol>
<p style="text-align: center;"><b>Aspiration</b></p>	<p>Staff feel proud to work for the Council and have very high aspirations for themselves, for their teams and for the wider Council. Staff are actively encouraged to be proactive in identifying innovative ways to improve outcomes and provide effective and efficient services. Staff know that they should address challenges and not let potential barriers prevent them from having high aspirations</p>	<ol style="list-style-type: none"> <li>1. Staff know they are working in an environment where they are encouraged to have high aspirations and to set themselves challenges in order to overcome barriers to progress</li> <li>2. Staff feel proud to work for the Council in Merthyr Tydfil</li> <li>3. Staff are encouraged to be proactive so that each is thinking and planning forward, learning lessons from previous experiences, innovative ideas are developed and risks &amp; issues are anticipated and managed.</li> <li>4. Staff strive to continuously improve their personal performance and also that of the Council.</li> <li>5. Programmes and projects are developed which help deliver improved outcomes and services and provide good value for money</li> </ol>
<p style="text-align: center;"><b>Team Working</b></p>	<p>Staff understand the policies and priorities of the Council and actively support and promote these through their job role. Staff know that each works in a specific team but is also part of a wider cross-Council team and supports the corporate requirements. Staff and teams actively share ideas and practice with other teams and unlock barriers to meeting the desired outcomes. Staff take collective and shared responsibility for decisions</p>	<ol style="list-style-type: none"> <li>1. Staff know that they are working in an environment which requires everyone to work individually and collectively to provide joined-up services internally with other staff and teams and externally for customers</li> <li>2. Staff, teams, departments and directorates present a united and common front for the wider public</li> <li>3. Where corporate programmes and projects are required, the sponsor/senior responsible officer ensures that barriers to effective cross-departmental/directorate working are unblocked and resources provided as appropriate.</li> <li>4. Staff are actively encouraged to share ideas, working practices and news within and across teams, departments and directorates and to find ways for more efficient and effective working.</li> </ol>

<b>Communication</b>	Staff communicate effectively with others and all staff feel they have an appropriate level of information to carry out their job role and make appropriate changes. Staff ensure that they access the information that is provided across the Council and respond as required. Team meetings are used to provide consistent communication between managers and staff.	<ol style="list-style-type: none"><li>1. Staff know that they are working in an environment where proposed changes and future requirements which affect them are accurately reported, and this approach is consistently applied across the Council</li><li>2. Staff know that they are being kept well informed on a timely basis about a range of activities and high profile programmes &amp; projects across the Council</li><li>3. A variety of means are being used to communicate with staff including road-shows, face to face meetings, the intranet, newsletters and briefings on specific issues</li><li>4. Team meetings are used regularly to share key issues and to enable staff to be briefed especially where they do not have access to the internet</li></ol>
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