

Healthy Organisation Strategy

2024-2026



Cyngor Bwrdeistref Sirol
MERTHYR TUDFUL
MERTHYR TYDFIL
County Borough Council

Contents

- 1. Introduction
- 2. Organisational Challenges and Opportunities
- 3. Purpose, Role and Vision
- 4. The importance of Workforce Planning
- 5. Our Current Workforce
- 6. The Healthy Organisation Strategy
- 7. Measuring the HR Impact



Ellis Cooper
Chief Executive

Preface from the Chief Executive

I am pleased to introduce our Healthy Organisation Strategy 2024 – 2026.

The purpose of this is to outline key areas for improvement within the Council which are crucial to securing its sustainable future whilst supporting its commitment and support for a programme of change. It is closely linked and works in conjunction to support objectives set out in our Corporate Wellbeing Plan.

We set out our commitment to ensure Merthyr Tydfil County Borough Council is a place to be proud of; where people are connected, healthy, safe and can fulfil their ambitions.

This can only be achieved through the hard work of all our staff, each of whom play an integral role in delivering quality services. Within our plan, our statement of wellbeing focuses on four key areas including Aspiration, a Healthier, a Prosperous Merthyr and a Safe, Clean and Green Merthyr Tydfil.

The Council is now confronted with some of the most challenging socio-economic and financial pressures it has ever faced. In order to overcome this and continue to realise our vision for Merthyr Tydfil, we will need to embark on a journey of transformation.

In delivering the objectives set out in this strategy, we will be creating the conditions necessary to ensure the future sustainability and high performance of our Council.

It is our staff who are the key to our success along this journey, and so this Healthy Organisation Strategy sets out our commitment to creating a people-focused environment, where every employee can thrive and perform to their full potential.



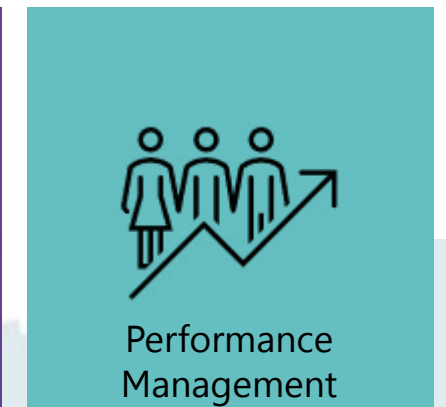
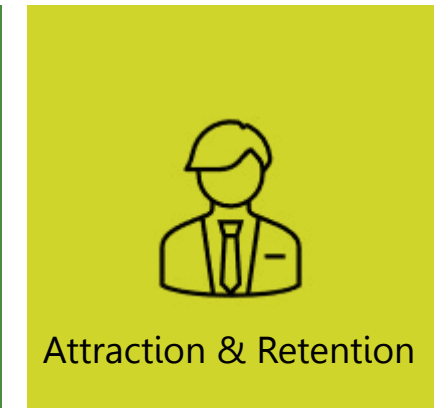
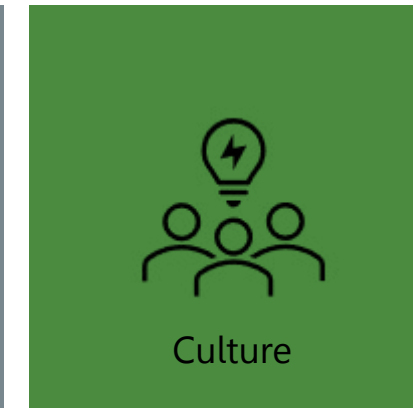
Introduction

In order to drive the Council forward, it's vital to have a Human Resource (HR) strategy which details the organisation's overall plan for managing its workforce to align with its organisational goals. We call our HR Strategy, 'The Healthy Organisation Strategy' and it sets the direction for key areas of HR, including attraction and recruitment, performance management, workforce development, leadership and management and wellbeing. We recognise and value that our people are our most important asset in achieving our Organisational Goals.

One of the key successes to any high performing organisation is ensuring that you have the right people with the right skills at the right time and that we are putting the people agenda at the forefront. It is through our people that an excellent service experience will be delivered. We need exceptional leaders who champion our culture, live our values and facilitate high performance, and a highly talented, diverse, skilled and motivated workforce who are empowered and engaged through working in a developmental, collaborative, inclusive and supportive working environment.

The aims outlined in the Healthy Organisation Strategy will help drive the required changes in Culture, Leadership, Talent Management, Performance, Reward and Recognition, Personal Development and efficient ways of working that will be needed to ensure Merthyr Tydfil County Borough Council achieves its Corporate strategic goals and our residents receive a service that meets their needs.

The Healthy Organisation Strategy outlines six themes including:



Organisational Challenges & Opportunities

One of the main challenges within the Council has been years of austerity.

Budget challenges have resulted in departmental reductions, reducing their staff costs not only in terms of the workforce numbers but in key areas such as training and development for staff.

There has been a limited focus on organisational and individual performance which has resulted in staff being unclear of their expectations of the role and priorities. Managers have had increased responsibilities and spans of control thrust upon them due to reduction in their staff base.

Continuous improvement and change has been difficult and therefore some departments have been carrying out the same processes year after year without the need to challenge, change or keep up to date with trends such as digitalisation and efficient ways of working.

This has formulated to become the norm and is engrained into the culture of the organisation.

There are significant challenges on the horizon for Merthyr Tydfil County Borough Council and we need to ensure that our workforce can overcome these and maximise opportunities for services provided to the residents of Merthyr.



Key Organisational Challenges

1. Recruitment and Retention – ageing workforce, loss of skills, hard to fill posts in skilled areas, diverse workforce.
2. Increasing pressure on service demands – Accommodation for Homelessness, Poverty agenda, Cost of living crisis.
3. Technology Advances and Digitalisation – remote working, agile model function, introduction of systems.
4. Collaborative working – continue to encourage cross collaborative working with external partners.
5. Budget cuts – Energy costs, increase in demand in Pay Awards, inflation rates.
6. Impact of Covid-19 – striving for healthy and safe working environments, reduction in budgets, absence rates from staff unable to work who are covid positive.
7. Keeping our customers and community at the heart of what we do with less resource.
8. Focusing on High Performance with limited capacity to use data effectively.
9. Engaged, motivated and resilient workforce - we need to ensure that our workforce are engaged and motivated to contribute their opinions and become resilient both mentally, emotionally and physically to deal with the upcoming challenges in the future.

Workforce of the Future

In order to overcome the organisational challenges, we aim to:

- ✓ Create a learning organisation by giving people opportunities to learn and develop in their roles to then strive towards future development aspirations whilst feeling valued.
- ✓ Build a motivated, accountable and engaged workforce by developing a positive, diverse and inclusive working environment that encourages creativity and innovative ways of working.
- ✓ Support a healthy and resilient workforce by encouraging healthy attitudes and a focus on physical, mental and emotional wellbeing so that our staff are healthy and safe creating a positive workplace.

Purpose

The Purpose of the Healthy Organisation Strategy is to align itself with the Corporate Strategic Plan: Statement of Wellbeing (2023 – 2028) to enable Merthyr Tydfil County Borough Council to achieve its priorities.

The Healthy Organisation Strategy will outline its aims and objectives for its organisational development by ensuring our workforce possesses the skill-set to be able to meet the current and any future challenges that the organisation may face so that ultimately, we can provide the best services for our residents.

The Healthy Organisation Strategy sets the direction for key areas of HR including recruitment, performance management, workforce development activities and remuneration.

Its strategic focus is aimed towards turning the challenges into positive actions to make the transformational changes required.



The Healthy Organisation Vision

Our aim is to ensure we have...

“A motivated, accountable and engaged workforce who have the skills and ability to deliver the organisation’s goals.”

The Council’s Vision

“Acting Today for a Better Tomorrow”

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 and have a safe, healthy and fulfilled life.
- People visit, enjoy and return.



Our Corporate Priorities

For further information on the Council’s Corporate Wellbeing Plan, please read here: [Corporate Wellbeing Plan 2023 - 2028](#)

Our four wellbeing objectives are:

	Aspirational Merthyr Tydfil	Healthier Merthyr Tydfil	Safe & Prosperous Merthyr Tydfil	Clean & Green Merthyr Tydfil
Wellbeing Objective	We will strengthen how we enable people to grow and reach their potential	We will empower people to live independent and dignified lives.	We will support how our economy recovers and grows.	We will support the creation of a clean and green environment now and in the future.
Priority Outcome	To provide a range of opportunities for all residents across Merthyr Tydfil to gain the knowledge and skills to achieve their life goals.	To support the emotional and physical health and well-being of children and adults.	To diversify our local economy and increase resilience to future challenges by helping the creation of the right type of businesses, supported by the right type of business infrastructure.	Working with communities to maintain and enhance the environment.

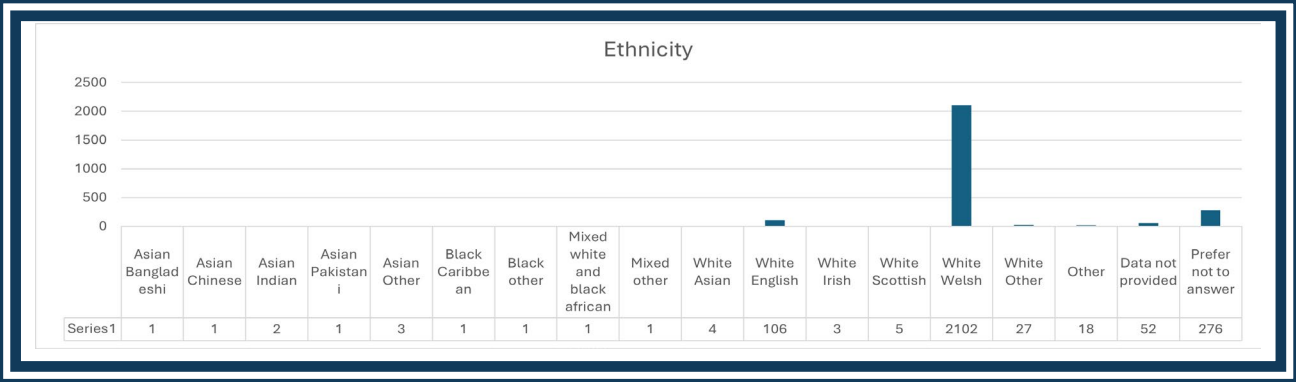
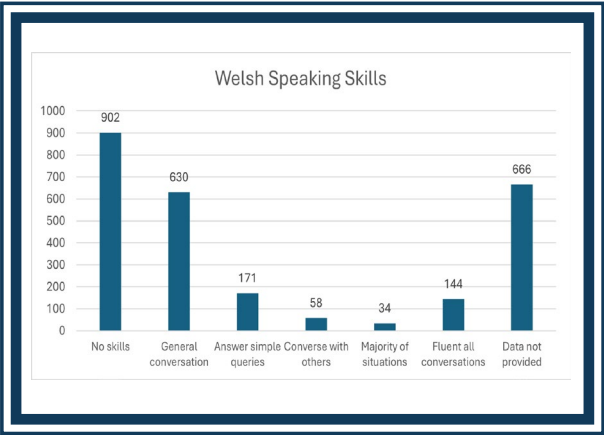
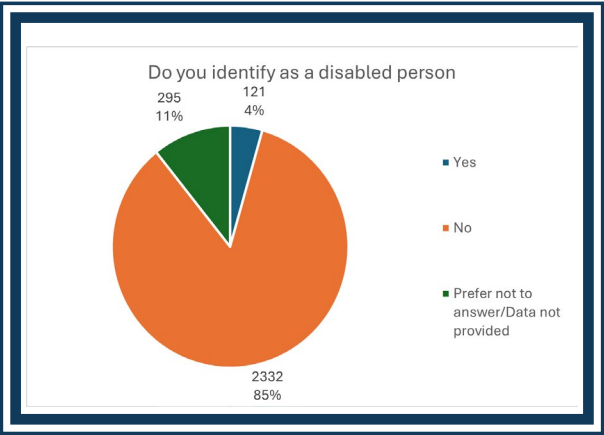
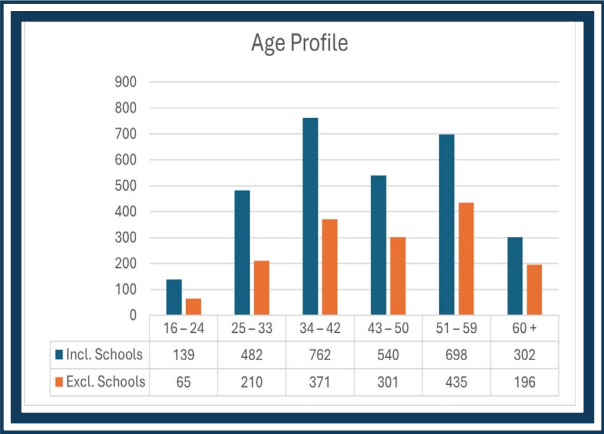
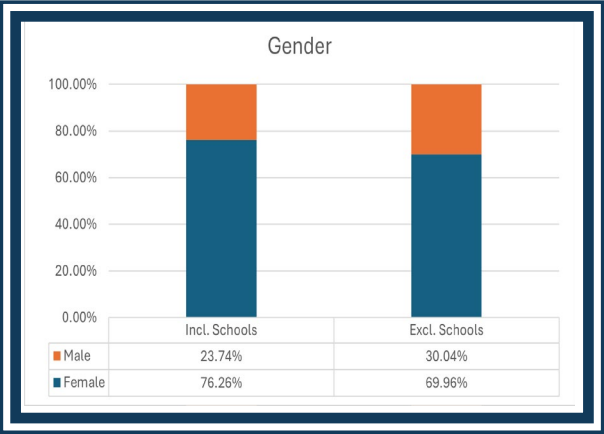
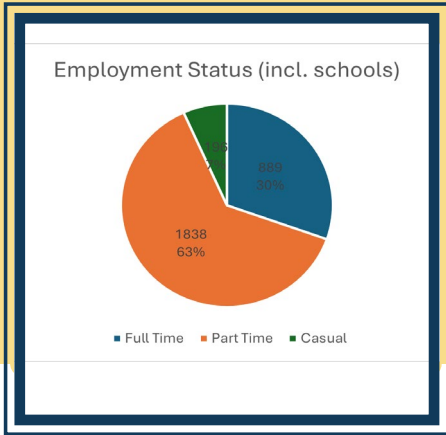
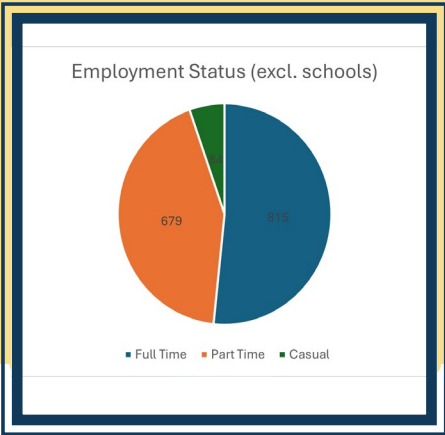
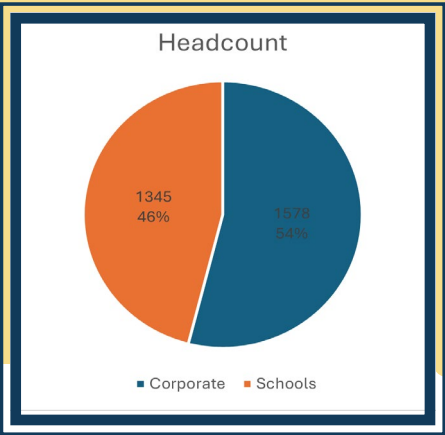
Our Current Workforce

The Council provides essential services to the residents of Merthyr Tydfil. These include Education and Schools, Social Services support for our vulnerable adult and children communities, Neighbourhood Services such as your Waste, Recycling, Parks, and Highway maintenance as well as other key services such as Environmental health and Regeneration departments.

We are the largest employer in the Merthyr Tydfil borough and 67% of our workforce live in Merthyr Tydfil.

It is important when collecting the data on our workforce that we use any findings to analyse trends to make informed decisions about the HR initiatives that we aim to implement. By scrutinising this data, we can ensure that the work carried out by the various stakeholders will inevitably link to the overall Corporate Wellbeing Plan in order to deliver the Councils objectives.

The following data is a summary of the composition of our workforce for 2023/2024:



Our Healthy Organisation Strategy 2024-2026

'Creating a workplace to be proud of'



Culture

Our workforce is highly skilled and can develop to their full potential

- We will ensure that all staff will have the opportunity to meet their potential by being offered appropriate training through our Performance Management Framework.
- We will use data gathered from our Employee Engagement Forums to ensure that training opportunities are reflective of the needs of our workforce.
- We will support employees to up skill and develop by providing opportunities and encouraging continuous learning and individual development plans.

Our culture is one of positivity and continuous improvement

- We will foster and create an open, diverse and inclusive environment where all employees feel like they can be themselves, ask for support and challenge behaviour that does not align with MTCBC values.
- We will continue to promote equality and diversity by sharing ideas and good practice with our workforce, partnerships and other service providers.
- We will continue to support the embedding of the Welsh language throughout the Council's service areas.

We will be an employer of choice, we attract and retain a diverse workforce

- We will remain committed to recruiting, on boarding, developing and retaining the best people to work for MTCBC by ensuring that they feel valued by the organisation.
- We will continue to build strong links and engage with local partnerships for future talent acquisition into the organisation.
- We will develop our Apprenticeship Schemes in order to recruit necessary skills gaps and strengthen our approach to succession and workforce planning.
- We will review our Employee benefits, terms and conditions so that they remain competitive and enhances MTCBC's brand as an Employer of Choice.



Leadership & Management

Our leaders model our values and inspire and motivate others

- We will work with, develop and equip our Leaders and Managers to ensure they have the necessary knowledge, skills and behaviours to transform the organisation.
- We will work closely with our Line Management population to identify through succession planning for the next level of leadership.
- Our leaders will provide strategic direction and act as a role model to inspire and motivate our workforce through leading change and transformation.



Health & Wellbeing

Our workplace enhances the wellbeing, health and happiness of our staff

- We will ensure that employees are supported through our Occupational Health Unit and made aware of health and wellbeing provisions.
- We will continue to raise awareness of national health campaigns and work in conjunction with local support agencies to provide up-to-date and relevant signposting.
- We will continue to review our agile working arrangements to ensure that our employees have the right tools and working environment to support a healthy and resilient workforce.



Performance Management

Each employee's performance and potential is managed and nurtured

- We will ensure that every employee will be clear on their objectives and how this links to the overall Council's vision through communication of strategies, vision and wellbeing objectives.
- Employee performance will be monitored through the Focus on Your Performance Framework and utilisation of the E-Performance system.
- Employees will be supported to develop within their role and encourage potential to achieve with continuous conversations being facilitated through the Career Planning tool as part of Focus on Your Performance.



Attraction & Retention

Measuring the impact

We are acutely aware of how important it is to understand and evaluate that our programmes, services, activities and contribution are adding value and creating a lasting impact.

Our contribution comes in many forms, we will continue to strengthen our approach to evaluating the impact of what we do and the contribution we make.

This will support us to make evidence-based decisions as to what we need to do to improve our organisational performance. We will continue to draw both formally and informally upon the voice, perspective and feedback of those with whom we work and of those who use our services, using it to assess the degree to which our support and our contribution has been valuable.

It is critical that the Healthy Organisation Strategy is embedded and adopted as a Council wide initiative as well as aligning itself with the Council's Corporate Plan.

This is to ensure that our approach to our workforce issues are cohesive and that we are able to work towards achieving our vision and corporate wellbeing objectives.

We will regularly report our Key Performance Indicators to ensure that we measure and monitor progress and utilise our workforce data to ensure that we continue to make effective and well-informed decisions on our commitment to building a Healthy Organisation.

