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Human Resources
STRATEGY

2017 - 2022

RHONDDA CYNON TAF

The Human Resources Strategy –
Helping to Achieve Council Priorities

The Human Resources Strategy outlines how we will support the Council to realise its vision and achieve the priorities as set out in the Corporate Plan 2016-20, 'The Way Ahead'. The strategy will ensure that the Council:

- recruits and retains the best possible employees in the labour market and

- develops staff in order for the workforce to fulfil its potential by having the required skills, resilience and capability to meet future challenges and opportunities

We will also ensure that the organisation has straightforward, tailored, integrated and expert HR processes, advice and support so that managers and staff are clear about what they need to deliver and for what they are accountable. This will also help to further strengthen the Council's performance culture, as set out in the Council's Performance Management Framework. Challenges ahead include increasing pressure on services arising from changing demographics, increasing public expectations and further spending cuts.

Due to the challenges ahead and because of the speed and scale of the changes that we have already experienced, there is the potential that new workforce skills will be required, both now and in the future. We will need employees who can pre-empt and drive change to ensure that we adapt and deliver quality services to residents. Technology will also be utilised to ensure that our services are transformed and made more efficient. To monitor this and meet needs, we will continue to strengthen the Council's performance culture and provide rewarding work and development opportunities for our staff so that we can better meet our priorities.

Our Shared Vision for Rhondda Cynon Taf

As set out in our Corporate Plan, the Council's vision is to have "a County Borough that has high aspirations, is confident and promotes opportunity for all". The purpose of the Council is "to provide strong community leadership and effective services for the people of Rhondda Cynon Taf to enable them to fulfil their potential and prosper".

The Plan sets out four principles which apply to everything we do:

1. Provide essential services well

2. Help people and communities help themselves

3. Build a sustainable County Borough

4. Live within our means

It also clearly focuses on three priorities:

• Economy - Building a strong economy

• People - Promoting independence and positive lives for everyone

• Place - Creating neighbourhoods where people are proud to live and work

Well-being of Future Generations (Wales) Act 2015

Under the Well-being of Future Generations (Wales) Act, the Council has a duty to carry out Sustainable Development to meet national Well-being goals and improve the Economic, Social, Environmental and Cultural well-being of the area.

The sustainable development principles, i.e. the five ways of working, are:

1. Balancing short-term need with long-term and planning for the future

2. Working together with other partners to deliver objectives

3. Involving those with an interest and seeking their views

4. Putting resources into preventing problems occurring or getting worse

5. Considering impact on all well-being goals together and on other bodies

These five ways of working will change the way we do business as they need to be considered in everything we do. In other words as a Council we must think more about the long-term, work better with people, communities and each other, look to prevent problems from happening and also take a more joined-up approach to the work we do.

Through our corporate priorities set out in our Corporate Plan, we are well placed to meet our statutory requirements. These requirements are being embedded into our existing processes, including this strategy, so that we do not create additional bureaucracy.

The Human Resources Strategy

The Human Resources Strategy consists of two strategic pillars to support the Council to achieve its vision, underpinned by five key themes for action.

Strategic pillars to support the Council Vision:

1. People and Performance.
This pillar is about having the right people with the right skills in the right place at the right time and developing and retaining a skilled, high performance, resilient, healthy and agile workforce that will deliver effective results for residents.

2. Organisational Environment:
This pillar is about enabling an organisational working environment for staff to thrive and develop, fostering a culture of collaboration, innovation, sharing of knowledge, early intervention to prevent problems and genuine employee and service user involvement.

How we will deliver our strategy:

The strategic pillars are underpinned by five key themes for action:

1. Developing a flexible and agile workforce that shares organisational knowledge

2. Recruiting and retaining the best talent to create a diverse workforce

3. Leadership and management development

4. Enabling a high performing engaged and committed workforce

5. Supporting health and well-being to maximise attendance

Some actions are more strongly associated with a particular strategic pillar. However in practice, there will be some overlap.

The Human Resources Strategy

Council Priorities

Two Strategic Pillars

People and Performance

Organisational Environment

Workforce

Five Key Themes for Action

| Developing a flexible and agile workforce that shares organisational knowledge | Recruiting and retaining the best talent to create a diverse workforce | Leadership and Management development | Enabling a high performing engaged and committed workforce | Supporting health and well-being to maximise attendance |

1. Flexible and agile workforce that shares organisational knowledge

We aim to ensure that all staff work together and share organisational knowledge to respond to service change and customer demand to result in better services for residents.

Employees will be encouraged to work across the organisation in different teams, areas and even across the public sector. This partnership approach will enable staff to access development opportunities, gain experience, knowledge and networks that they can use to improve services. Working in this way will allow for the sharing of expertise and result in the creation of strong talent partnerships and facilitate improved collaborative working.

Agile working will support this aim and free up staff time to focus on more complex tasks and think strategically for the long term. Human Resources will support the Council in terms of facilitating this way of working through designing and implementing appropriate policies and work practices.

2. Recruiting and retaining the best talent to create a diverse workforce

We want to both attract and retain employees who have the skills we need for the future to create a talented, skilled and diverse workforce to deliver the best outcomes for residents both as an organisation and as active contributors to partnership and collaborative working.

3. Leadership and management development

We recognise that the quality of our leaders and managers as well as the relationship between line managers and their teams is key to organisational effectiveness and success. We want to develop leadership capacity throughout the organisation and strengthen the skills of our leaders and managers, so that they are supported and developed to face the challenges ahead, to inspire commitment and manage performance amongst staff to achieve Council priorities.

4. Enabling a high performing engaged and committed workforce

To deliver the Council's priorities, a high performing, engaged and committed workforce is essential. We intend to foster an environment where good work is recognised, staff are involved in decision making and can thrive, be authentic and achieve their full potential.

A culture of staff development and performance management aligned to Council priorities will continue to be embedded throughout the organisation and employees with potential for growth will be developed to further improve service delivery.

5. Supporting health and well-being to maximise attendance

We need a healthy workforce, working in safe environments within a culture that encourages staff to manage their well-being to achieve their best at work. If our staff are fit and well it means they are able to contribute to a positive working environment where people can thrive and achieve their best.

Risks and Dependencies

The success of the strategy is dependent on the commitment from senior leaders, managers and staff. Methods to deliver the strategy must also be appropriate and practicable, for example in terms of aligning with Council priorities, complying with professional standards, legislation and having adequate resources to deliver them. Therefore the Human Resources Strategy will be reviewed on a regular basis and implementation will be prioritised according to Council priorities and resources available. Financial, legal and equality and diversity implications will be considered as appropriate work interventions to deliver the Human Resources Strategy are considered.

Systems must also be able to support implementation in terms of recording and using organisational data.

Responsibility

The Human Resources Director has overall responsibility for the Human Resources Strategy. However, to succeed it needs to be embedded throughout the organisation as we will need the commitment and drive of our staff.

Monitoring/how do we know it is effective?

The implementation of the strategy will be monitored so that we can demonstrate whether it is working and improving outcomes for our residents. A variety of methods will be used, mainly:

- The Human Resources Delivery Plan will be linked to achieving this strategy. The Delivery Plan is monitored by the Human Resources Senior Management Team on a regular basis.

- The bi-annual employee consultation that will seek to establish staff views.

- We will use relevant external standards such as the Investors in People Standard, the Equality Improvement Framework, the Corporate Health Standard and other recognised quality standards.

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