

Adnoddau Dynol  
Cyngor Rhondda Cynon Taf, gweithio gyda chi, gweithio gyda'n gilydd

# gweithio'nwell workwell

Human Resources  
Rhondda Cynon Taf Council, working with you, working together



# Human Resources **STRATEGY**

**2023 - 2028**



Mae'r ddogfen hon ar gael yn Gymraeg /  
This document is also available in Welsh

## **Introduction: Achieving the Council's Vision and Priorities through our Workforce**

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The Human Resources (HR) Strategy outlines how we will develop, support and utilise our workforce to support the Council to deliver its vision and priorities; as set out in the Council's Corporate Plan 2021-24, 'Making a Difference'. The strategy will ensure that the Council:

- Takes account of organisational context, works collaboratively and creates a sustainable working environment to ensure we look to the long term in addition to meeting current needs.
- Has responsible and inclusive leadership and management to deliver priorities, working sustainably and responsibly to meet current and long term needs whilst meeting challenges and maximising opportunities.
- Recruits and retains the best employees.
- Has a high performing workforce to deliver our priorities. We will continue to strengthen the Council's performance culture, providing rewarding work and development opportunities for staff to enhance outcomes. We will also focus on staff development and well-being for a sustainable approach to performance.

The HR strategy will also ensure that the organisation has 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. The Council's HR department will also continue to support departments with workforce issues and demonstrating flexibility to meet needs and ensure the best results for the workforce, whilst demonstrating due diligence and complying with legislative requirements.

The HR Strategy consists of three strategic pillars; 'People and Performance', 'Organisational Environment' and 'Sustainable and Responsible Working', which are explained in more detail later. Each pillar can provide a useful lens with which to view workforce issues, planning and processes to ensure the Council's vision and priorities are delivered, along with looking to the long-term and taking account of national priorities and the Well-being of Future Generations (Wales) Act 2015.

Due to the challenges ahead, which include local and national priorities such as changing demographics, increasing demand for services, diversifying our workforce, the cost of living crisis, advances in technology and issues such as climate change, there is the potential that new workforce knowledge, skills, abilities and processes will be required. There will also be opportunities to further improve and develop our workforce, to enhance performance and service delivery. The HR Strategy will support the workforce to meet challenges and maximise opportunities to strive towards delivering the best results for both now and the future.

The HR Strategy should be read alongside the Council's Workforce Plan 2023-28 and the Council's Corporate Plan 2021-24, 'Making a Difference'.



## Well-being of Future Generations (Wales) Act 2015

The Well-being of Future Generations (Wales) Act 2015 requires public bodies in Wales to consider the long-term impact of their decisions, to work better with people, communities and each other, and to prevent persistent problems such as poverty, health inequalities and climate change.

The Act has seven well-being goals which public bodies must work to achieve:

- A prosperous Wales
- A resilient Wales
- A more equal Wales
- A healthier Wales
- A Wales of cohesive communities
- A Wales of vibrant culture and thriving Welsh language
- A globally responsible Wales

Sustainable Development is important and is about improving the way that we can achieve goals. The Act defines Sustainable Development in Wales as:

*“The process of improving the economic, social, environmental and cultural well-being of Wales by taking action, in accordance with the sustainable development principle, aimed at achieving the well-being goals.”*

It sets out Five Ways of Working needed for Public Bodies to achieve the seven well-being goals:



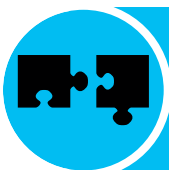
### 1. LONG TERM

The importance of balancing short-term needs with the need to safeguard the ability to also meet long-term needs.



### 2. PREVENTION

How acting to prevent problems occurring or getting worse may help public bodies meet their objectives.



### 3. INTEGRATION

Considering how the public body's well-being objectives may impact upon each of the well-being goals, on their other objectives, or on the objectives of other public bodies.



### 4. COLLABORATION

Acting in collaboration with any person (or different parts of the body itself) that could help the body to meet its well-being objectives.



### 5. INVOLVEMENT

The importance of involving people with an interest in achieving the well-being goals, and ensuring that those people reflect the diversity of the area which the body serves.

The Council's HR Strategy and Workforce Plan will take into account requirements of the Well-being of Future Generations (Wales) Act 2015 and the Five Ways of Working.

## The Council's Vision and Priorities for Rhondda Cynon Taf

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As set out in the Council's Corporate Plan 2021-24, 'Making a Difference', the Council's vision is:

***“For Rhondda Cynon Taf to be the best place in Wales to live, work and play, where people and businesses are independent, healthy and prosperous.”***

The Council's purpose and the reason why it exists is:

***“To provide strong community leadership and create the environment for people and businesses to be independent, healthy and prosperous.”***

The Plan sets out three priorities which the Council has committed to delivering:

- Ensuring people are independent, healthy and successful.
- Creating places where people are proud to live, work and play.
- Enabling prosperity, creating the opportunity for people and businesses to be innovative, be entrepreneurial and fulfil their potential and prosper.

To make progress in delivering these priorities and to achieve our vision whilst responding to the significant financial challenges we continue to face, the Council has set out how we will intend to deliver these priorities in the Corporate Plan. A set of commitments to focus on to deliver these outcomes sits underneath each core priority:

- Live within our means
- Efficient and effective Council
- Maximising opportunities
- Shared responsibility

The Council's Corporate Plan takes account of the requirements of the Well-being of Future Generations (Wales) Act 2015 and our vision, priorities and principles continue to maximise the Council's contribution to the seven national Well-being goals. The Priorities in the Corporate Plan also serve as the Council's Well-being Objectives. The national goals, together with the five Ways of Working, will continue to be incorporated into the detailed action plans that will deliver the Council's three priorities.

The Council's HR Strategy and Workforce Plan will complement the Council's Corporate Plan by ensuring that the workforce and our people management and leadership deliver Council priorities, whilst taking account requirements of the Well-being of Future Generations (Wales) Act 2015, national goals and the Five Ways of Working.



## **The Council's Human Resources Strategy**

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The Human Resources Strategy shares the Council's vision for Rhondda Cynon Taf and will work towards delivering the Council's vision and priorities. The HR Strategy consists of three strategic pillars to support the Council to achieve its vision, underpinned by four key themes for action reflected in the Council's Workforce Plan 2023-28.

Equality, diversity, inclusion and overcoming socioeconomic disadvantage, along with climate change and Welsh language, are overarching themes embedded within each pillar. Some objectives are more strongly associated with a particular strategic pillar, however in practice, there will be some overlap.

Each strategic pillar can provide a perspective or lens to inform workforce decision making and planning.

## **Strategic pillars to support the Council's vision and priorities**

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### **1. People and performance**

We need the right people with the right skills in the right place at the right time. We want to develop a skilled, high performing, resilient, dedicated, healthy and agile workforce that will deliver the Council's vision and priorities.

### **2. Organisational environment**

We want to enable an effective and supportive working environment where staff can thrive. We will create and support a culture of working together, sharing of knowledge, innovation and genuine employee and service user involvement.

### **3. Sustainable and responsible working**

We need to work in a sustainable and responsible way to ensure that current needs are met without compromising future outcomes. Early intervention to prevent problems and ensuring that our workforce is focused on the long-term will be important to achieve this. Partnership and collaboration across and between sectors to tackle the significant issues we are facing at a local, national and global level is also essential.

## How we will deliver our strategy

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The strategic pillars are underpinned by four key aims or focus points which will be implemented through the Council's Workforce Plan 2023-28:

### **(i). Leadership and management development: Responsible, inclusive and sustainable to deliver priorities**

We recognise that the quality of our leaders and managers, along with the relationship between line managers and teams, is key to our success. We want to further develop leadership and management capacity throughout the Council. We want to strengthen the skills of our leaders and managers, so that they are supported and developed to face the challenges ahead. We want them to have the energy, drive, innovation, creativity and political acumen to lead change, whilst inspiring and supporting our staff to achieve the Council's vision and priorities.

We want their passion for public services to motivate them to work together and to actively contribute to collaborative and partnership work, finding responsible and sustainable solutions to priorities and service delivery.

We aim to foster responsible, inclusive and sustainable leadership and management to tackle the big issues facing the world and to ensure that we look to the long term and embrace the sustainable development principle from the Well-being of Future Generations (Wales) Act 2015. Leaders and managers will understand the organisational context and will look to deliver and enhance Corporate, Welsh Government and National Priorities.

### **(ii). High performing, engaged and dedicated workforce**

To deliver the Council's vision and priorities, a high performing engaged and dedicated workforce is needed. We will support and manage staff to achieve their best.

Staff will be aware of how what they deliver contributes to corporate priorities as performance management will be aligned to the Council's vision and priorities. Staff development, coaching and mentoring will be essential; staff with the potential for growth will be identified and developed further.

The work environment will also be key for staff to thrive and achieve the best possible outcomes. We want staff to work together and in partnership, contributing to achieving our vision.

### **(iii). Recruiting and retaining staff for excellent service delivery**

We want to both attract and retain a diverse workforce who have the skills and commitment to deliver the Council's vision and priorities and adapt to changing needs. We want to become an employer of choice and support staff throughout their employment with us to achieve great work outcomes. We recognise the role that the work environment and culture has in achieving this.

### **(iv). Maximising attendance and supporting staff wellbeing**

Maximising attendance and supporting staff well-being is essential for us to achieve our vision and priorities.

We will provide safe working environments within a culture that supports and encourages staff to manage their well-being and health to achieve their best at work, for both now and the long term. We will use mechanisms such as tailored interventions, good management and organisational support, policy and procedure to support staff throughout their employment and to encourage healthy habits and work life balance.



## RCT Council HR Strategy: Strategic Pillars and Workforce Plan Aims

### People and Performance Pillar

The right people with the right skills in the right place at the right time, performing to a high standard to deliver the council's vision and priorities.

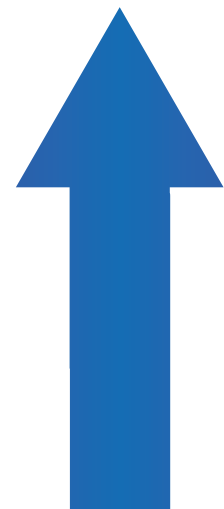
### Organisational Environment Pillar

Enabling staff to thrive in our organisation, with a focus on wellbeing, working together to deliver the Council's vision and priorities.

### Sustainable and Responsible Working Pillar

Early intervention to prevent problems, focus on the long-term, ensuring current needs are met without compromising future outcomes. Partnership and collaboration across and between sectors.

Equality, Diversity, Inclusion and Socio Economic considerations



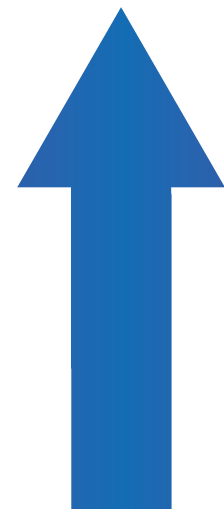
Leadership and Management Development: Responsible, inclusive and sustainable



High performing, engaged and dedicated workforce



Recruiting and retaining staff for excellent service delivery



Maximising attendance and supporting staff wellbeing

## Responsibility

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The Human Resources Director has overall responsibility for the Human Resources Strategy. However, for it to succeed it needs to be embedded throughout the Council. We will need commitment from all our managers and staff to ensure a strategic workforce approach to deliver the Council's vision and priorities.

## How will we know if the strategy is effective?

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The implementation of the HR Strategy will be reflected in plans such as the Council's Workforce Plan and key department Delivery Plans such as Human Resources and Information Communication Technology (ICT).

The HR strategy will be monitored through a variety of methods and an annual position statement will be produced. As part of this work, the HR Strategy will be reviewed, to ensure that it is fit for purpose in terms of delivering the Council's vision and priorities. The following will primarily be used for monitoring and review:

- Council Workforce Plan along with monitoring updates and reviews.
- Council's Corporate Plan.
- Human Resources Delivery Plan.
- Council Strategic Equality Plan.
- Council Digital Strategy 2022-26.
- Other relevant business plans and documentation related to the Council's Workforce Plan, for example from departments with relevant actions such as Information Communication Technology (ICT) and Corporate Estates.
- Service Self Evaluations (SSEs).
- Annual Council staff survey, along with other relevant consultation information.
- Other internal and external information relevant to the organisational context and priorities. Some internal information has already been listed, external information can include Welsh Government priorities such as climate change and the Anti-racist Wales Action Plan, also documents such as the Future Trends and Well-being of Wales reports, along with industry insights relevant to the workforce.

It is also important to note that some objectives are more strongly associated with a particular strategic pillar within the HR Strategy, however, in practice there will be some overlap. For monitoring purposes, the objective will be tied to the pillar which has the strongest association. For example, performance runs throughout all pillars, however objectives related to individual staff performance reviews will be monitored and reviewed under the 'People and Performance' pillar.

