



## **RHONDDA CYNON TAF COUNTY BOROUGH COUNCIL**

### **CABINET**

**15<sup>th</sup> FEBRUARY 2018**

#### **RHONDDA CYNON TAF COUNCIL WORKFORCE PLAN 2017-22**

#### **REPORT OF THE DIRECTOR, HUMAN RESOURCES IN DISCUSSIONS WITH THE RELEVANT PORTFOLIO HOLDER CLLR WEBBER**

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#### **1. PURPOSE OF THE REPORT**

- 1.1 The purpose of this report is to provide Cabinet with a copy of the Rhondda Cynon Taf (RCT) Council Workforce Plan 2017/22. This sets out how the Council will utilise and develop the workforce to achieve the goals of the Council Corporate Plan to generate the best outcomes for residents in a climate of change and further funding reductions.

#### **2. RECOMMENDATIONS**

It is recommended that the Cabinet:

- 2.1 Consider the content of the RCT Council Workforce Plan.
- 2.2 Agree in principle to the proposed five RCT Council Workforce Plan delivery aims which will utilise and develop the workforce to realise its full potential and capacity to achieve the best for residents.
- 2.3 Agree monitoring of actions within individual delivery plans.

#### **3. REASONS FOR RECOMMENDATIONS**

- 3.1 The RCT Council Workforce Plan will help to 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. This will support the Council to realise its vision and achieve the priorities as set out in the Corporate Plan 2016-20, 'The Way Ahead

## **4. BACKGROUND**

- 4.1 The Council continues to face on-going challenges such as increasing pressure on services, changing demographics such as the growth in older cohorts, increasing public expectations, recruitment and retention issues in some areas and the requirements of greater collaborative working to achieve goals set out in the Well-being of Future Generations (Wales) Act 2015.
- 4.2 To meet both the current and inevitable future changes we need the right workforce with the skills and ambition to meet the challenges that lie ahead. We want our staff and managers to ensure that work they do is always providing excellent service, improvements and value for money for our residents. We want a workforce that will embrace change for the better and uses their skills, and learn new ones, to work in different ways to help the Council achieve priorities.
- 4.3 We also want to strengthen the skills of our leaders and managers to lead the way through change to achieve the best for residents. The relationship between line managers and their teams is key to organisational effectiveness and success.

## **5 PROPOSED WAY FORWARD: THE RCT COUNCIL WORKFORCE PLAN 2017/22**

- 5.1 To ensure we have the workforce we need to achieve the best for our residents, it is proposed that over the next five years the Council focuses on the following five RCT Council Workforce Plan delivery aims:

- 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

The delivery aims are outlined below:

### **5.2 Developing a flexible and agile workforce that shares organisational knowledge**

- 5.2.1 We aim to create a workforce that works together and shares organisational knowledge to respond to service change and customer demand to result in better services for residents.
- 5.2.2 Employees will be encouraged to work across the organisation in different teams, areas and even across the public sector so that they

access development opportunities and gain experience they can use to improve service delivery. Working in this way will allow for the sharing of expertise and could result in the creation of strong talent partnerships and facilitate collaborative working.

5.2.3 Agile working and streamlined processes will also support this and free up staff time to focus on more complex tasks and think strategically for the long term.

### **5.3 Recruiting and retaining the best talent to create a diverse workforce**

5.3.1 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.

### **5.4 Leadership and management development**

5.4.1 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.

### **5.5 Enabling a high performing engaged and committed workforce**

5.5.1 To deliver the Council priorities a high performing engaged and committed workforce will be 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.

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

5.5.3 Staff will be self motivated, their values aligned to the goals of the organisation and passionate about achieving the best for residents.

### **5.6 Supporting health and well-being to maximise attendance**

5.6.1 This is the foundation to achieve the other aims, as well-being can be an enabler of staff engagement and productivity.

5.6.2 We require a healthy workforce, operating in safe environments within a culture that actively supports staff and encourages openness for people to be able to look after themselves to achieve their best at work. If our staff are well, it will enhance service delivery and help to create a positive working environment where staff can thrive to encourage optimum organisational performance.

## **6 RCT COUNCIL WORKFORCE PLAN PRIORITIES**

6.1 Service Areas have been consulted to identify the following RCT Council Workforce Plan priorities:

6.1.1 To attract and retain staff in professional\technical roles through the utilisation of graduate and apprentice entrants, ongoing service review and exploration and implementation of suitable retention strategies.

6.1.2 Adequate succession planning to ensure that any gaps in terms of leadership capacity and skill to achieve Council priorities are identified and addressed through tailored support and development.

6.1.3 A proactive approach to develop existing staff to meet future service demand and changing strategic direction and priorities. This involves training but also a cultural shift.

6.1.4 Agility to share talent throughout the organisation to ensure that talent is developed and utilised effectively to deliver on Council priorities.

6.1.5 Support to ensure that work carried out on behalf of the Council, and in partnership, meets agreed standards of excellence and statutory requirements.

6.1.6 Attendance is maximised to ensure the workforce is utilised to its full potential.

## **7 DELIVERY OF KEY THEMES**

7.1 Whilst, by its nature, many of the key deliverables within the RCT Council Workforce Plan will fall within the remit of Human Resources, themes that relate to, for example, communication and agile working, will need to form part of the Delivery Plan for the respective area/s.

7.2 It is recommended that, as the RCT Council Workforce Plan belongs to the whole Council, monitoring of the plan and ongoing iterations should be via Performance Management arrangements. This is in line with the workforce planning best practice toolkit produced through the WLGA HR Directors (HRD) network and supported by Wales Audit.

## **8 EQUALITY AND DIVERSITY IMPLICATIONS**

- 8.1 None at present. As individual policies, work processes and projects are developed and reports considered by Members, equality impact assessments will be prepared as required.

## **9 CONSULTATION**

- 9.1 As individual policies, work processes and projects are considered by members, Human Resources will consult and engage with managers, staff and Trade Unions as appropriate.

## **10 FINANCIAL IMPLICATION(S)**

- 10.1 None at present. Any additional financial implications will be considered as and when individual reports are considered by Members.

## **11 LEGAL IMPLICATIONS OR LEGISLATION CONSIDERED**

- 11.1 None at present. Any legal implications will be considered as and when individual reports are considered.

## **12 LINKS TO THE CORPORATE AND NATIONAL PRIORITIES AND THE WELL-BEING OF FUTURE GENERATIONS ACT.**

- 12.1 The RCT Council Workforce Plan has a clear link to the Council's priorities of economy, people and place as it will help to ensure that the Council has the right people with the right skills in the right place at the right time to achieve Council priorities.

## **13 CONCLUSION**

- 13.1 The RCT Council Workforce Plan 2017 – 2022 sets out key themes for action that will begin to address identified workforce gaps and ensure that the Council has a workforce that is adaptable and responsive to the changing context of the Council and the needs of our communities.

### **Other Information:-**

**Relevant Scrutiny Committee – Overview & Scrutiny Committee**

**LOCAL GOVERNMENT ACT 1972**

**AS AMENDED BY**

**THE LOCAL GOVERNMENT (ACCESS TO INFORMATION) ACT 1985**

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**Item: RHONDDA CYNON TAF COUNCIL WORKFORCE PLAN 2017-  
2022**

**Background Papers**

None

Officer to contact:

# Cynllun Gweithlu 2017-2022

**RHONDDA CYNON TAF**



**RHONDDA CYNON TAF**

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## Rhagair y Prif Weithredwr

Rydyn ni'n ffodus iawn o gael staff ym mhob rhan o'r Cyngor sy'n ffyddlon, yn weithgar, yn fedrus ac sy'n ymroi i wasanaethu'r gymuned yn ystod llawer o newidiadau ym myd llywodraeth leol.

Rydw i'n falch o ddweud bod ein staff wedi ymateb i bob her a phob gofyn maen nhw'n eu hwynebu. Mae'r undebau llafur wedi gweithio gyda ni ac rydw i'n hyderus byddwn ni'n parhau i gydweithio i sicrhau bod Cyngor Rhondda Cynon Taf yn lle da i weithio, a bod y staff yn cael eu datblygu i gyrraedd eu potensial ym mhob cam o'u gyrfa.

Mae Cynllun Gweithlu'r Cyngor 2017–2022 yn amlinellu ein blaenoriaethau allweddol ar gyfer datblygu ein gweithlu, a'i wella, i ddiwallu anghenion ein trigolion. Mae'r cynllun yn tynnu sylw at bum nod allweddol, ac rydyn ni o'r farn bydd y nodau hyn yn ein galluogi ni i sicrhau gweithlu hyblyg ac ymgysylltiedig i'n helpu ni i addasu ac ymateb i gefndir economaidd sy'n newid a pharhau i ddarparu gwasanaethau o ansawdd uchel.



**Chris Bradshaw**  
Prif Weithredwr



## Sut mae'n gyson â Chynllun Corfforaethol y Cyngor

Nod y Cynllun Gweithlu yw galluogi'r Cyngor i gyflawni ei flaenoriaethau – fel sydd i'w gweld yng Nghynllun Corfforaethol y Cyngor (2016–20), 'Y Ffordd Ymlaen' – drwy sicrhau bod gweithlu'r Cyngor yn cael ei ddatblygu, a bod modd i'r gweithlu fodloni'r heriau mae'r sefydliad yn eu hwynebu ar hyn o bryd ac yn y dyfodol, i sicrhau bod y gwasanaethau i drigolion ar eu gorau.

I gyrraedd y nod yma, bydd rhaid i'r Cyngor sicrhau bod y bobl iawn, gyda'r sgiliau priodol, yn y lle iawn ar yr adeg iawn.

Mae'r Cynllun Gweithlu hefyd yn ymgorffori gofynion Deddf Llesiant Cenedlaethau'r Dyfodol (Cymru) 2015, i fodloni'r nodau llesiant cenedlaethol – yn enwedig y nod llesiant, 'Cymru lewyrchus'.

## Pwysigrwydd materion datblygu a chynllunio gweithlu

O ran materion cynllunio gweithlu, mae angen i'r sefydliad edrych ar ei sefyllfa ar hyn o bryd, a lle mae eisiau bod yn y dyfodol. Yna, mae angen paru hynny â'i weithlu presennol, ac ag unrhyw bwysau amlwg neu ddisgwyliedig ar faterion cyflenwi neu ddisodli staff. Dyma sut mae mynd ati:

- Amlygu'r cysylltiad rhwng strategaethau busnes a chynlluniau pobl.
- Amlygu'r sgiliau a'r cymwyseddau bydd eu hangen yn y dyfodol i ddarparu gwasanaethau newydd a gwell.
- Dadansoddi'r gweithlu presennol.
- Cymharu'r gweithlu presennol â'r gofynion yn y dyfodol, ac amlygu unrhyw fylchau.
- Strategaethau i fynd i'r afael â'r bylchau.



## Yr hyn rydyn ni'n ei wybod am y gweithlu presennol

Mae'r Cyngor yn darparu cyfleusterau a gwasanaethau lleol pwysig ar gyfer trigolion, gan gynnwys: ysgolion a gwasanaethau addysg; gwastraff ac ailgylchu; cyfleusterau hamdden, gan gynnwys parciau; cynnal a chadw'r priffyrdd; materion cynllunio lleol; llyfrgelloedd; gwasanaethau cymdeithasol; ac iechyd yr amgylchedd.

Mae'r gweithlu'n adlewyrchu'r amrywiaeth yma, ac mae gennym ni wahanol gontractau cyflogaeth – gan gynnwys amser llawn, rhan-amser, tymor yr ysgol, ac achlysurol. Mae gan rai aelodau o staff fwy nag un contract. Mae gweithwyr asiantaethau ac ymgynghorwyr yn cael eu defnyddio yn ôl yr angen i sicrhau darparu gwasanaethau neu i gael arbenigedd ar gyfer cyflawni prosiectau. Mae gennym ni hefyd wasanaethau sy'n cael eu darparu drwy drefniadau comisiynu neu bartneriaethau.

### Mae'r ffigurau isod yn rhoi trosolwg o gyfansoddiad y staff (gan gynnwys ysgolion) ar gyfer 2016/17:

- Cyfanswm o 10,994 o weithwyr, gyda chyfanswm o 8,170.2 o weithwyr cyfwerth ag amser llawn (ac eithrio contractau achlysurol a swyddi tymhorol).
- Mae 46% o'r staff yn cael eu cyflogi mewn ysgolion, ar ffurf athrawon a staff cymorth.
- Mae 75% o'r staff yn fenywod a 25% yn wrywod.
- Mae 55% o'r gweithwyr cyflogedig yn gweithio rhan-amser.
- Mae'r rhan fwyaf o'r staff yn 45–54 oed (32.24%), does dim ond 4.19% o'r staff yn 16–24 oed.
- Ar gyfartaledd, rydyn ni'n defnyddio 168 o staff cyfwerth ag amser llawn bob mis drwy asiantaethau.
- Mae 532 o'n swyddi ni yn cael eu hariannu'n rhannol neu'n gyfan gwbl drwy grantiau.
- Roedd 903 o ddechreuwr newydd, gyda'r rhan fwyaf ohonyn nhw'n 25–34 oed.
- Gadawodd 1,303 o aelodau o staff (544 am resymau gwirfoddol, 206 ar ddiwedd eu contract, a 144 oherwydd colli eu gwaith yn wirfoddol). Roedd y rhan fwyaf o'r staff a adawodd yn 25–34 oed. Roedd gan y rhan fwyaf o'r staff a adawodd 6–10 mlynedd o wasanaeth.
- Roedd 42.13% o'r penodiadau'n rhai mewnol.
- Meddai 2.33% o'r staff eu bod nhw'n anabl, ond, roedd cyfraddau datgan data cydraddoldeb y staff yn achos y cwestiwn yma yn isel, felly, mae'n bosibl bydd y ffigur yma'n amcangyfrif rhy isel.
- Mae 0.58% o'r staff o grwpiau lleiafrifol, ond, eto, roedd y cyfraddau datgan gwybodaeth yn isel, felly, mae'n bosibl dydy'r ffigur yma ddim yn adlewyrchiad cywir o'r gweithlu.
- Daeth 2.13% o'r holl ffurflenni cais gan ymgeiswyr o grwpiau ethnig, ac roedd y data yma'n fwy dibynadwy oherwydd roedd y cyfraddau datgan gwybodaeth yn uwch.
- Mae 6.86% o'r staff yn siarad Cymraeg yn rhugl.

Ni hefyd yw'r prif gyflogwr yn yr ardal leol. Mae Rhondda Cynon Taf i'r gogledd o Gaerdydd, wrth galon de Cymru. Mae'n cynnwys pum cwm – Cwm Rhondda Fawr, Cwm Rhondda Fach, Cwm Cynon, Cwm Taf, a Chwm Elái – ac mae gan rai o'r ardaloedd hynny grynoadau uchel o amddifadedd lluosog.

# Heriau a chyfleoedd ar y gorwel

Mae'r Cyngor yn disgwyl cyfleoedd a heriau sylweddol. Mae'r Cyngor angen staff i allu wynebu'r rhain, i sicrhau goresgyn heriau a gwireddu cyfleoedd i wneud y gorau o'r manteision i drigolion. Dyma rai o'r heriau a'r cyfleoedd:

- **Pwysau cynyddol ar wasanaethau a demograffig sy'n newid:**

Mae'r galw cynyddol ar wasanaethau yn cael ei sbarduno gan boblogaeth sy'n newid. Mae poblogaeth Rhondda Cynon Taf yn gymharol sefydlog, ond, mae gwasanaethau cymdeithasol ac iechyd, yn benodol, yn wynebu heriau difrifol oherwydd y twf mewn carfanau hŷn wrth i bobl fyw'n hirach. Mae'n bosibl gallai hyn hefyd gael effaith ar y gweithlu oherwydd, wrth i bobl weithio'n hirach mewn bywyd, gallai poblogaeth sy'n heneiddio gael ei hadlewyrchu yng nghyfansoddiad y staff. Mae'n bosibl byddai hyn yn arwain at angen mwy o hyblygrwydd o ran addasiadau a phatrymau gweithio, hyblygrwydd gyrfa, ac opsiynau ymddeol.

- **Recriwtio a chadw:**

Mae'r Cyngor yn darparu amrywiaeth o wasanaethau, felly, mae angen recriwtio pobl â sgiliau penodol i rai swyddogaethau, a gall fod yn anodd recriwtio yn achos rhai swyddi oherwydd prinder yn y farchnad lafur. Mae cadw staff hefyd yn bwysig i sicrhau parhad o ran darparu gwasanaethau.

- **Disgwyliadau cynyddol ymhlith y cyhoedd:**

Wrth i drigolion ddisgwyl gwasanaethau gwell ac ymatebion mwy prydlon. Mae hyn yn golygu bod rhaid i'r Cyngor gynllunio ar gyfer y ffaith bydd cwtogi ar wariant yn effeithio ar bob rhan o'r sector cyhoeddus tan ddiwedd y degawd, a fydd gwneud dim ond mwy o'r hyn sy'n cael ei wneud ar hyn o bryd ddim yn fodd o ddiwallu'r galw cynyddol.

- **Rhagor o gwtogi ar wariant:**

Yn sgil cwtogi ar ariannu'r sector cyhoeddus, bu rhaid i Gyngor Rhondda Cynon Taf sicrhau arbedion o £100 miliwn a mwy yn ei gyllideb refeniw ers 2011, ac mae bwlch o £3.8 miliwn yn y gyllideb ar hyn o bryd.

- **Cydweithredu:**

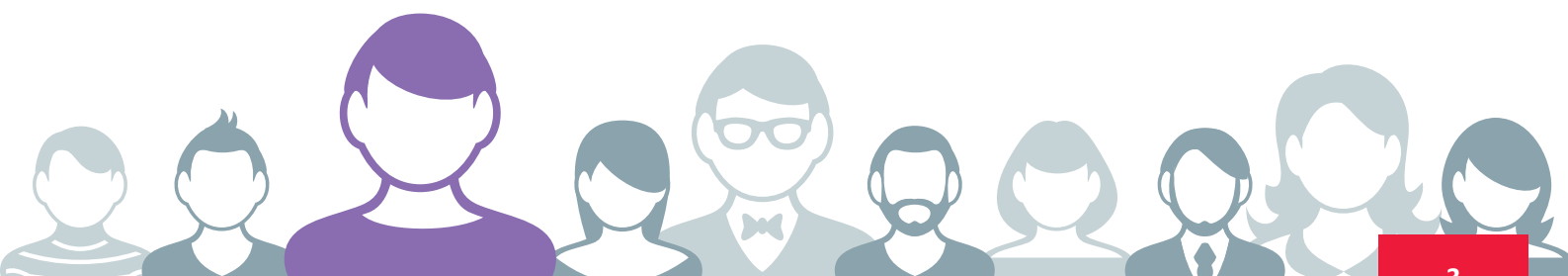
Bydd rhagor o gydweithredu a dulliau cydgysylltiedig o ran darparu gwasanaethau. Bydd ffyrdd newydd o weithio gyda thrigolion, sefydliadau, sectorau a chyrff cyhoeddus eraill i gael effaith gadarnhaol ar ddarparu gwasanaethau. Mae modd datblygu sgiliau'r gweithlu, a'u gwella, i sicrhau bod y Cyngor yn gwneud y mwyaf o'r cyfleoedd hyn.

- **Technoleg:**

Mae angen amlygu datblygiadau mewn technoleg, a'u defnyddio i wella dulliau darparu gwasanaethau a gwasanaethau i gwsmeriaid. Gallai hyn gynnwys ffyrdd newydd o weithio ar gyfer staff.

- **Ystyriaethau eraill:**

Yn sgil Hunanwerthusiadau Gwasanaethau'r Cyngor 2016, daeth i'r amlwg bod staff yn gweithio'n galed i sicrhau canlyniadau i drigolion. Serch hynny, roedd angen i rai o'r meysydd fynd i'r afael â materion gweithlu – gan gynnwys cynllunio olyniaeth a bylchau sgiliau, ynghyd â materion recriwtio a chadw yn sgil staff profiadol yn gadael y sefydliad a/neu'r angen am sgiliau newydd i ddarparu gwasanaethau newydd ar hyn o bryd ac yn y dyfodol. Yn ôl y meysydd gwasanaethau mae angen capasiti ychwanegol i feddwl mewn ffordd strategol, i gyflawni blaenoriaethau newydd ac i barhau i ddarparu gwasanaethau rhagorol yn y tymor hwy, heb gael effaith anffafriol ar y gwaith. Roedd amlhau presenoldeb i'r eithaf, drwy leihau absenoldeb oherwydd salwch, hefyd yn flaenoriaeth.



## Y gweithlu a'r sgiliau rydyn ni eu hangen ar gyfer y dyfodol

Wrth i wasanaethau cyhoeddus newid, mae angen gweithwyr sy'n gallu ymateb i newid mewn ffordd gyflym ac arloesol, ennill cymwyseddau a sgiliau newydd, a gweithio mewn ffordd ragweithiol tuag at ganlyniadau cadarnhaol. Mae'n bosibl bydd angen i weithwyr ymgymryd ag amrywiaeth o swyddogaethau a datblygu gyrfaedd ar draws sectorau a gwasanaethau yn lle cadw pobl mewn un maes yn ystod eu cyflogaeth.

Bydd datblygiadau mewn technoleg yn cael eu defnyddio ar gyfer darparu gwasanaethau a bodloni disgwyliadau cwsmeriaid. Mae'n bosibl bydd angen sgiliau newydd i fanteisio ar gyfleoedd mae'r dechnoleg yn gallu eu cynnig. Bydd technoleg hefyd yn rhyddhau capasiti ac yn caniatáu i'r staff gael rhagor o amser i feddwl mewn ffordd strategol ac i dreulio amser ar waith mwy cymhleth.

I bontio'r bwch sgiliau sy'n dod i'r amlwg yn sgil y newid hollol newydd, bydd hefyd angen newid ymddygiad a diwylliant sefydliadol i wireddu ein nodau. Wrth ddarparu gwasanaethau, bydd rhagor o gydweithio a dulliau cydgysylltiedig o fewn y sefydliad a rhwng sectorau eraill.

Bydd angen i staff gael cyfleoedd i ddysgu a myfyrio ar sgiliau newydd, a gallai hynny fod ar ffurf amrywiaeth o ddulliau – fel dysgu gweithredol, mentora, annog, cysgodu swyddi a secondiadau, yn ogystal â hyfforddiant ffurfiol, neu yn lle hynny. Bydd rhaglenni newid corfforaethol hefyd yn gyfle i greu prosesau a systemau newydd ar gyfer darparu gwasanaethau, ond, y ffordd bydd staff yn gweithio yn y dyfodol fydd yn penderfynu a fyddwn ni'n llwyddo i gyflawni ein huchelgeisiau.

## Sut i sicrhau bod gennym ni'r gweithlu rydyn ni ei angen: Cynllun Gweithlu – Nodau Cyflawni

I sicrhau bod gennym ni'r gweithlu rydyn ni ei angen i sicrhau'r gorau ar gyfer ein trigolion, byddwn ni'n gweithio tuag at y nodau cyflawni canlynol o ran y Cynllun Gweithlu:

**1** Datblygu gweithlu ystwyth a hyblyg sy'n rhannu gwybodaeth sefydliadol

**2** Recriwtio a chadw'r bobl â'r doniau gorau i greu gweithlu amrywiol

**3** Datblygu rheolwyr ac arweinwyr

**4** Galluogi gweithlu ymroddedig ac ymgysylltiedig sy'n perfformio'n dda

**5** Cefnogi iechyd a llesiant i amlhau presenoldeb i'r eithaf

# 1 Datblygu gweithlu ystwyth a hyblyg sy'n rhannu gwybodaeth sefydliadol

Ein nod yw creu gweithlu sy'n gweithio gyda'i gilydd ac sy'n rhannu gwybodaeth sefydliadol i ymateb i newid yn y gwasanaethau a'r galw gan gwsmeriaid i sicrhau gwasanaethau gwell i drigolion.

Bydd y gweithwyr yn cael eu hannog i weithio ar draws y sefydliad mewn gwahanol garfanau, ardaloedd a hyd yn oed ar draws y sector cyhoeddus fel eu bod nhw'n cael manteisio ar gyfleoedd datblygu ac ennill profiad i'w ddefnyddio ar gyfer gwella'r broses darparu gwasanaethau. Bydd gweithio yn y ffordd yma yn caniatáu rhannu arbenigedd, a gallai hynny arwain at greu partneriaethau gweithwyr dawnus a hwyluso cydweithredu.

Bydd prosesau mwy syml a dulliau gweithio'n hyblyg hefyd yn cefnogi hyn ac yn rhyddhau amser i staff gael canolbwyntio ar dasgau mwy cymhleth a meddwl mewn ffordd strategol ar gyfer y tymor hir.

## Beth sy'n digwydd ar hyn o bryd?

- Mae'r cyswllt rhwng gwaith ymgysylltu â gweithwyr a pherfformio'n well wedi bod yn destun gwaith ymchwil sylweddol ac wedi cael sylw mawr. Mae ymgynghori â'r staff wedi bod yn ddull allweddol wrth wella gwaith ymgysylltu â'r gweithwyr, drwy'r broses ymgynghori hanner blynyddol â'r staff, a'r canlyniadau'n arwain at gamau gwella allweddol.
- Yn ogystal â gwella gwaith ymgynghori â'r staff, bu rhagor o ganolbwyntio ar wella llif gwybodaeth drwy'r dulliau canlynol:
  - » Sesiynau gwybodaeth chwarterol ynglŷn â phynciau allweddol gyda Chabinet y Cyngor, y Prif Swyddogion a'r uwch reolwyr
  - » Sesiynau gwybodaeth hanner blynyddol ynglŷn â phynciau allweddol ar gyfer yr holl staff sydd â chyfrifoldebau rheoli pobl
  - » 'Inform' ac 'RCT Source' ar gyfer rhannu gwybodaeth a rheoli gwybodaeth
- Mae gan y Cyngor amrywiaeth eang o bolisiau ategol ar waith sy'n galluogi'r staff i sicrhau cydbwysedd rhwng gwaith a bywyd – er enghraifft, trefniadau gweithio hyblyg a chontractau tymor yr ysgol.
- Mae'r Cyngor yn canolbwyntio mwy ar ddulliau sy'n galluogi'r staff i weithio mewn ffordd fwy effeithlon drwy gyflwyno seilwaith gwell o ran Technoleg Gwybodaeth a Chyfathrebu, a chyflwyno dulliau gweithio'n hyblyg i sicrhau dull gweithio mwy effeithiol ac effeithlon.
- Mae gan y Cyngor bartneriaethau a rhwydweithiau effeithiol ar waith i sicrhau bod y sector cyhoeddus yn cydweithio mewn ffordd effeithiol ac effeithlon drwy dargedu a rhannu adnoddau.
- Mae rhaglenni datblygu – fel y Rhaglen Datblygu Rheolwyr Haen Ganol, 'Mercury', a'r Rhaglen i Arweinwyr Strategol, 'Transform' – yn cynnwys elfennau o waith prosiectau ar draws y Cyngor i annog rhwydweithio a rhannu gwybodaeth sefydliadol.
- Mae cynllun y Cyngor ar gyfer graddedigion yn hwyluso rhannu gwybodaeth ar draws y Cyngor drwy gymysgedd o waith prosiectau a symud staff i wella dulliau rhannu gwybodaeth. Mae hyn hefyd yn cael ei estyn i waith prosiectau gyda sefydliadau eraill yn y sector cyhoeddus.

## Beth sydd eisiau ei wneud?

Bydd dull gweithio mwy hyblyg yn y gweithlu, a rhannu gwybodaeth sefydliadol, yn ategu'r ymateb i'r heriau sy'n wynebu'r Cyngor ac yn helpu creu sefydliad mwy cydnerth ac ymatebol. I ymateb i'r heriau sy'n wynebu'r Cyngor yn y dyfodol, bydd angen i'r staff weithredu mewn ffordd wahanol a meddu ar wybodaeth sefydliadol ehangach i wella'r broses benderfynu.

### I hwyluso'r dull gweithio mwy hyblyg byddwn ni'n gwneud y canlynol:

- Gwella'r dull rhannu gwybodaeth ymhellach ar draws y sefydliad drwy adolygu'r dulliau presennol, gan ganolbwyntio ar wneud mwy o ddefnydd o'r sianeli cyfathrebu presennol a chyflwyno dulliau cyfathrebu newydd, lle bo angen.
- Edrych ar brosesau ar gyfer datblygu staff ymhellach a chynyddu symudedd fel bod modd i unigolion ddefnyddio eu sgiliau ar gyfer gweithio mewn gwahanol garfanau a meysydd gwasanaeth, os oes angen. Gallai cyfleoedd i staff weithio gyda'r partneriaethau a'r rhwydweithiau cydweithrediadol presennol a newydd wella'r dull darparu gwasanaethau a gwella'r dulliau cyfathrebu a rhannu gwybodaeth.
- Datblygu'r gweithlu 'anoddach ei gyrraedd' – gweithwyr sydd, o bosibl, yn gweithio rhan-amser ac ar incwm llai – drwy ddefnyddio canfyddiadau'r prosiect Menywod yn Ychwanegu Gwerth at yr Economi ('WAVE') i wella cyfleoedd i drafod datblygu, dulliau recriwtio a threfniadau contractau.
- Parhau i wella cyfleoedd i staff weithio mewn dull mwy hyblyg drwy wella dulliau Technoleg Gwybodaeth a Chyfathrebu ac adolygu arferion cyflogaeth yn barhaus.

## 2 Recriwtio a chadw'r bobl â'r doniau gorau i greu gweithlu amrywiol

Rydyn ni eisiau denu'r gweithwyr sydd â'r sgiliau byddwn ni eu hangen yn y dyfodol i greu gweithlu dawnus, medrus ac amrywiol, a'u cadw nhw. Bydd hyn yn ein helpu ni i gyflawni'r canlyniadau gorau i drigolion, fel sefydliad ac wrth gyfrannu mewn ffordd weithredol at ddulliau gweithio mewn partneriaeth a dulliau cydweithrediadol.

### Beth sy'n digwydd ar hyn o bryd?

- Mae ein pecyn cyflogaeth yn helpu'r Cyngor i ddenu'r staff priodol, a'u cadw nhw. Mae'n cynnwys gwyliau blynyddol a chynllun pensiwn cystadleuol, amrywiaeth o gyfleoedd gweithio hyblyg – gan gynnwys oriau hyblyg, gweithio rhan-amser, gweithio yn ystod tymor yr ysgol, a gweithio oriau cywasgedig – a chynllun buddion i weithwyr (gyda gostyngiadau, cyfle i brynu gwyliau blynyddol, a chynllun ildio/aberthu cyflog).
- Mae'r Cyngor yn gyflogwr 'cyflog byw' o wirfodd, sy'n sicrhau bod gweithwyr cyflogedig yn ennill digon o gyflog i gael deupen llinyn ynghyd.
- Mae'r Cyngor yn hyrwyddo cydraddoldeb drwy ddarparu llawer o gyfleoedd gweithio hyblyg a thrwy sicrhau does dim gwahaniaethu anghyfreithlon yn ei brosesau recriwtio. Rydyn ni'n gyflogwr sy'n ymrwymedig i'r cynllun "Hyderus o ran Anabledd", sy'n sicrhau cyfweiliad ar gyfer rhywun anabl os yw'n bodloni'r meini prawf hanfodol ar gyfer y swydd. Mae'r Cyngor hefyd wedi ei gydnabod ym mynegai 100 Cyflogwr Gorau Stonewall 2016, sy'n dangos ein hymrwymiad i sicrhau gweithle cynhwysol.
- Drwy'r dull cynllunio gweithlu mae'r Cyngor wedi buddsoddi mewn amrywiaeth o raglenni i fynd i'r afael â diffygion yn y gweithlu. Dechreuodd Cynllun Prentisiaeth y Cyngor ym mis Medi 2012. Yn ystod y pum mlynedd ddiwethaf, mae 129 o Brentisiaid wedi cael eu cyflogi mewn amrywiaeth eang o feysydd gwasanaeth. Hyd yn hyn, mae 100% o'r Prentisiaid sydd wedi cwblhau'r cynllun dwy flynedd wedi ennill eu fframwaith cymhwyster lefelau 2–5 ac mae 89% wedi cael swyddi.

Yn 2016, derbyniodd y Cyngor ei garfan fwyaf, gan gyflogi 39 o Brentisiaid. Bu'r cynllun yn llwyddiant ysgubol a buon ni'n gallu darparu cyfleoedd i Brentisiaid gael dysgu crefftau, meithrin sgiliau a bod yn arweinwyr yn y dyfodol.

Dechreuodd Rhaglen Graddedigion y Cyngor yn 2004, ac mae 38 o Raddedigion wedi cymryd rhan yn y rhaglen. Mae'r rhaglen i raddedigion yn un llwyddiannus iawn, gydag 89% o Raddedigion yn cael swyddi ar ddiwedd y ddwy flynedd.

Mae pob un o'r cynlluniau yn cynnig cyfle unigryw i ddysgu sgiliau newydd, datblygu'n broffesiynol a chamu i fyd gwaith y sector cyhoeddus yn y gymuned. Mae llawer o raddedigion o'r blynyddoedd blaenorol wedi llwyddo i gael swyddi rheoli ar ôl cwblhau'r rhaglen. Mae hyn yn cynnwys dau o raddedigion sydd, ar hyn o bryd, yn Benaethiaid Gwasanaethau yn y Cyngor.

Mae "Camu i'r Cyfeiriad Cywir" yn rhaglen ddwy flynedd sy'n cynnig swyddi dan hyfforddiant â thâl i bobl ifainc 16–21 oed sydd mewn gofal, neu sy'n gadael gofal, yn Rhondda Cynon Taf.

Bob blwyddyn, bydd chwech o bobl yn ymuno â'r cynllun dan hyfforddiant. Byddan nhw'n cael eu lleoli mewn amrywiaeth o adrannau yn y Cyngor ac mewn gweithleoedd preifat. Mae'r bobl ifainc yn cael yr holl gymorth sydd ei angen i'w helpu nhw i ennill y profiad gwaith a'r hyfforddiant sydd eu hangen i gael gwaith amser llawn ar ddiwedd y rhaglen. Yn ystod y tair blynedd ddiwethaf, mae'r rhaglen "Camu i'r Cyfeiriad Cywir" wedi helpu llawer o bobl ifainc i ennill gwahanol gymwysterau proffesiynol ac i ychwanegu at eu profiad gwaith. Mae hyn wedi arwain at 15 o bobl ifainc yn cael swyddi amser llawn – ac mae llawer o'r bobl ifainc hynny'n parhau i gael eu cyflogi gan yr awdurdod lleol.

### Beth sydd eisiau ei wneud?

Mae'r Cyngor yn cydnabod bod denu'r bobl sydd â'r sgiliau fydd eu hangen yn y dyfodol – ynghyd â chadw a hyfforddi'r bobl hynny – yn rhannau allweddol o'i lwyddiant parhaus. I fynd i'r afael â hyn, byddwn ni'n gwneud y canlynol:

- Adolygu'r prosesau recriwtio, dewis, ac ymsefydlu staff i sicrhau bod y Cyngor yn cael ei ystyried yn gyflogwr o ddewis yn y rhanbarth a bod modd i ni ddenu'r bobl sydd â'r sgiliau a'r gallu priodol i ddiwallu anghenion ein gweithlu.
- Parhau i fireinio'r dulliau presennol – fel recriwtio i brentisiaethau – ac edrych ar gyfleoedd pellach i fynd i'r afael â bylchau yn y gweithlu drwy weithdrefnau recriwtio mwy penodol ac arloesol.
- Parhau i weithredu'r camau sy'n rhan o Fframwaith Sgiliau Cymraeg y Cyngor i gael trosolwg o sgiliau, anghenion ac adnoddau i geisio recriwtio a hyfforddi staff i fodloni'r amcanion hyn. Mae dyletswydd arnon ni yn ôl y gyfraith i gynllunio, datblygu, gweithredu, a buddsoddi mewn gweithlu dwyieithog.



## 3 Datblygu rheolwyr ac arweinwyr

Rydyn ni'n cydnabod bod ansawdd ein harweinwyr a'n rheolwyr – yn ogystal â'r berthynas rhwng rheolwyr llinell a'u carfanau – yn rhannau allweddol o sicrhau llwyddiant ac effeithiolrwydd sefydliadol. Rydyn ni eisiau datblygu capasiti arweinwyr ar draws y sefydliad, a chryfhau sgiliau ein harweinwyr a'n rheolwyr, fel eu bod nhw'n cael eu cefnogi a'u datblygu i wynebu'r heriau sydd ar y gorwel, i ysbrydoli ymrwymiad ac i reoli perfformiad ymhlith y staff i wireddu blaenoriaethau'r Cyngor.

### Beth sy'n digwydd ar hyn o bryd?

- Mae amrywiaeth o raglenni datblygu – fel y rhaglenni 'ILM', 'Mercury', a 'Transform' – yn cael eu darparu'n gyfredol. Mae'r rhaglen ddiwygiedig, 'Aspire', ar y gweill ar gyfer rheolwyr haen ganol.
- Nod Rhaglen Graddedigion y Cyngor yw denu pobl ddawnus i'r sefydliad, gan ganolbwyntio ar recriwtio i lenwi'r diffygion posibl o ran sgiliau, ac i ddatblygu rheolwyr ac arweinwyr y dyfodol.
- Mae diwrnodau i'r Cabinet a'r Prif Swyddogion, a sesiynau gwybodaeth rheolaidd i reolwyr, yn cael eu cynnal i rannu gwybodaeth ac i hyrwyddo rhwydweithio anffurfiol i hwyluso dull cydgysylltiedig o ran darparu gwasanaethau.

### Beth sydd eisiau ei wneud?

Mae'r Cyngor yn cydnabod bod dulliau rheoli ac arwain effeithiol yn rhannau allweddol o gynnal sefydliad ymatebol a sefydlog. Bydd canolbwyntio ar ddatblygu cydnerthedd, hyblygrwydd, a chapasiti arweinwyr yn parhau i fod yn flaenoriaeth arwyddocaol. I gyflawni hyn, byddwn ni'n gwneud y canlynol:

- Adolygu a datblygu'r dulliau presennol o ran datblygu rheolwyr ac arweinwyr yn unol ag anghenion y sefydliad. Bydd hyn yn cynnwys adolygu anghenion ar haen y Prif Swyddogion.
- Cyflwyno proses ymsefydlu benodol ar gyfer rheolwyr i sicrhau bod ganddyn nhw'r wybodaeth a'r hyder i wneud eu gwaith yn dda.
- Datblygu strategaethau datblygu gyrfa a chynllunio olyniaeth i sicrhau bod rheolwyr ac arweinwyr y dyfodol yn cael eu datblygu i sicrhau rhagoriaeth wrth ddarparu gwasanaethau.
- Parhau i fireinio a gwella dulliau cyfathrebu, rhannu gwybodaeth a chydweithio ar draws y Cyngor drwy helpu hwyluso datblygu rhwydweithio ffurfiol ac anffurfiol, yn enwedig drwy'r haenau rheoli.

## 4 Galluogi gweithlu ymroddedig ac ymgysylltiedig sy'n perfformio'n dda

I wireddu blaenoriaethau'r Cyngor bydd yn hanfodol cael gweithlu ymroddedig ac ymgysylltiedig sy'n perfformio'n dda. Rydyn ni'n bwriadu meithrin amgylchedd lle mae gwaith da yn cael ei gydnabod, lle mae'r staff yn rhan o'r broses benderfynu ac yn cael ffynnu, bod yn ddiffuant a chyflawni eu potensial.

Bydd diwylliant o ran datblygu staff a rheoli perfformiad, sy'n cyd-fynd â blaenoriaethau'r Cyngor, yn cael ei ymgorffori ar draws y sefydliad a bydd gweithwyr sydd â photensial yn cael eu datblygu i wella'r dull darparu gwasanaethau ymhellach.

Bydd y staff yn gryf eu cymhelliant, â'u gwerthoedd yn cyd-fynd â nodau'r sefydliad, ac yn frwdfrydig am sicrhau'r gorau i'r trigolion.

### Beth sy'n digwydd ar hyn o bryd?

- Cafodd proses beilot ddiwygiedig o ran adolygu perfformiad ei rhoi ar waith ym mis Medi 2016. Roedd yn cysylltu perfformiad unigolion â blaenoriaethau'r Cyngor yn achos Swyddogion Gradd 15 hyd at radd Prif Swyddogion. Roedd y broses yn canolbwyntio ar faterion cyflawni tasgau, rheoli pobl a datblygu personol.
- Rydyn ni'n cydnabod bod angen buddsoddi yn natblygiad yr holl staff i wella eu sgiliau a'u perfformiad i wireddu eu potensial. I ddiwallu'r angen yma mae gan y Cyngor garfanau sy'n darparu amrywiaeth gynhwysfawr o weithgareddau datblygu ar gyfer y gweithwyr, gan gynnwys cyrsiau hyfforddi byrion a chymwysterau rheoli. Mae'r Garfan Datblygu Pobl yn canolbwyntio ar ymateb i anghenion busnes y Cyngor a helpu gwella perfformiad. Mae'n darparu cyfleoedd datblygu ar draws y Cyngor, gan ganolbwyntio yn benodol ar faterion ymsefydlu staff, arwain, rheoli, datblygu carfan, hyfforddiant technoleg gwybodaeth, a darparu system e-ddysgu'r Cyngor, sef 'RCT Source'.
- Mae hefyd garfanau penodol ar gyfer grwpiau lle mae gofynion datblygu arbenigol. Gwasanaeth Datblygu Gweithlu Gofal Cymdeithasol Cwm Taf yw'r mwyaf, a'i amcan yw gwella ansawdd a dulliau rheoli darpariaeth gwasanaethau cymdeithasol drwy ddull gweithredu wedi ei gynllunio ar gyfer dysgu a datblygu, a thrwy geisio cynyddu nifer y gweithwyr sy'n manteisio ar gyfleoedd dysgu, datblygu a chymwysterau ar draws y sector gofal cymdeithasol yn ardal Cwm Taf.
- Pecyn buddion gwell i'r staff – sy'n cynnwys cynlluniau ildio/aberthu cyflog i brynu ceir, technoleg a ffonau, rhagor o wyliau blynyddol, a cherdyn disgownt.
- Mae prosesau ar waith o ran ymgynghori â'r staff i sicrhau clywed lleisiau'r gweithwyr, ac mae adborth gan y gweithwyr yn cael ei ddefnyddio ar gyfer llywio a gwella'r broses darparu gwasanaethau.
- Mae cymorth ar gael ar draws y Cyngor i wella perfformiad carfanau drwy weithgareddau – fel diwrnodau datblygu a meithrin carfan – sy'n ceisio meithrin perthynas weithio dda.
- Targed ymyriadau gan staff hyfforddedig – fel sesiynau cyfryngu a materion gwrthdaro – i ddatrys problemau rhyngpersonol yn y gweithle yn gynnar i osgoi effaith anfanteisiol ar y gweithle.
- Perthynas dda gyda'r Undebau Llafur ynglŷn â phob mater cyflogaeth.

### Beth sydd eisieu ei wneud?

Mae sicrhau ymgorffori diwylliant perfformio'n dda yn y sefydliad yn flaenoriaeth gyfredol i'r Cyngor. Gall cyfleoedd i wella materion rheoli perfformiad unigolion ac i wella cymhelliant y staff gyfrannu at effeithiolrwydd y sefydliad yn gyffredinol. I barhau i wella perfformiad a chymhelliant, byddwn ni'n gwneud y canlynol:

- Cyflwyno'r broses ddiwygiedig o ran adolygu perfformiad ar draws y Cyngor a chreu prosesau i dargedu datblygu drwy gasglu gwybodaeth berthnasol am adolygu perfformiad ar gyfer dadansoddi anghenion hyfforddiant y Cyngor cyfan a llywio prosesau cynllunio olyniaeth effeithiol.
- Datblygu man canolog i staff gael gafael ar wybodaeth am faterion datblygu – bydd hyn yn galluogi'r staff i gael dealltwriaeth well o'r hyn sydd ar gael iddyn nhw yn ystod eu cyflogaeth. Yn sgil adborth drwy'r broses ymgynghori â'r staff, daeth i'r amlwg doedd y staff ddim yn siŵr am ble i gael gafael ar wybodaeth am gyfleoedd dysgu a datblygu.
- Cynnal dadansoddiad o anghenion hyfforddiant yn y Cyngor i sicrhau bod hyfforddiant yn cael ei anelu at anghenion busnes. Bydd y Cyngor yn parhau i fuddsoddi mewn hyfforddi a datblygu'r staff drwy gyfleoedd wyneb yn wyneb ac e-ddysgu, gan gynnwys rhoi sylw arbennig i feithrin sgiliau hanfodol.
- Parhau i ddefnyddio'r broses ymgynghori â'r staff i gael adborth ganddyn nhw am bynciau allweddol i barhau i lywio dulliau sefydliadol o ran ymdrin â materion fel cyfathrebu, datblygu staff, a chymryd rhan.
- Gwella dulliau cyfathrebu ac ymgynghori ar draws y sefydliad, yn enwedig yn achos y staff sydd heb gyfeiriad e-bost gan y Cyngor.
- Edrych ar gyfleoedd i ddarparu rhagor o fuddion ar gyfer staff yn unol â'r cynlluniau wedi eu cymeradwyo gan Cyllid a Thollau Ei Mawrhydi.



## 5 Cefnogi iechyd a llesiant i amlhau presenoldeb i'r eithaf

**Dyma'r sylfaen ar gyfer cyflawni'r nodau eraill, oherwydd mae modd i lesiant wella ymgysylltiad y staff a chynhyrchedd.**

Mae angen gweithlu iach arnon ni, sy'n gweithio mewn amgylchedd diogel ac yn rhan o ddiwylliant sy'n annog y staff i reoli eu llesiant, i wneud eu gorau glas yn y gwaith. Os bydd ein staff yn iach, bydd hynny'n gwella'r broses darparu gwasanaethau ac yn helpu creu amgylchedd gwaith cadarnhaol lle bydd modd i'r staff ffynnu a hyrwyddo'r perfformiad sefydliadol gorau posibl.

### Beth sy'n digwydd ar hyn o bryd?

- Cafodd Polisi Absenoldeb oherwydd Salwch newydd ei gyflwyno ym mis Medi 2016, gyda phwyslais ar ymyrraeth gynnar a rheoli absenoldeb oherwydd salwch i sicrhau bod gan staff y cymorth sydd ei angen arny'n nhw i fod yn bresennol yn y gwaith ac i wireddu blaenoriaethau'r Cyngor.
- Mae cydymffurfio â'r Polisi Absenoldeb oherwydd Salwch yn cael ei fonitro drwy baratoi, dosbarthu a monitro dangosfyrddau data ar gyfer yr Uwch Dîm Arwain a'r timau rheoli.
- Mae dros 600 o reolwyr wedi ymgymryd â hyfforddiant ar faterion amlhau presenoldeb i'r eithaf – rheoli iechyd meddwl ac anhwylderau cyhyrsgerbydol, sef y prif resymau dros absenoldeb, oedd y pynciau allweddol.
- Rydyn ni'n hyrwyddo diwylliant o onestrwydd lle mae modd i'r rheolwyr a'r gweithwyr drafod eu llesiant a manteisio ar gymorth priodol ac amserol. Dyma rai o'r ymyriadau sy'n ceisio helpu cwtogi ar achosion o absenoldeb oherwydd salwch:
  - » Sesiynau 'Amser i Siarad' i leihau'r stigma sy'n gysylltiedig â chyflyrau iechyd meddwl drwy annog gweithwyr i drafod iechyd meddwl yn y gweithle.
  - » Mentrau sy'n cefnogi diagnosis, fel llwybr carlam a sganio uwchsain.
  - » Ymyriadau wedi eu targedu sy'n ceisio mynd i'r afael â materion iechyd penodol sy'n dod i'r amlwg ym meysydd gwasanaeth y Cyngor – er enghraifft, therapi pigiadau, cymorth trawma a dyfrhau clustiau.
- System rheoli atgyfeirio achosion Iechyd Galwedigaethol ar-lein sy'n ceisio gwella'r broses gyfathrebu o ran atgyfeiriadau ac ategu'r newidiadau i'r polisi, fel atgyfeiriadau Diwrnod 1 a Diwrnod 14.
- Mae nifer o fentrau – fel cynadledau achos, adolygiadau achos a dysgu'r arferion gorau – wedi cael eu rhoi ar waith i ategu dulliau rheoli effeithlon a chefnogol o ran achosion fel bod modd eu hunioni cyn gynted ag sy'n ymarferol bosibl, oherwydd gall achosion o absenoldeb tymor hir fod yn gymhleth eu rheoli. Bob mis, mae'r Adran Adnoddau Dynol hefyd yn adolygu pob achos o absenoldeb dros 28 diwrnod o hyd.
- Mae gan y Cyngor raglenni rheolaidd ar waith o ran hybu iechyd – fel brechiad rhag y fflw a monitro pwysedd gwaed – sy'n cael eu cynnig i'r holl staff, ynghyd â'r cylchlythyr rheolaidd, 'Workwell', sy'n hyrwyddo materion iechyd a llesiant. Mae buddion – fel aelodaeth ratach yng nghanolfannau hamdden y Cyngor a chyfle i weithwyr cyflogedig brynu gwyliau blynyddol ychwanegol – hefyd ar gael.

### Beth sydd eisiau ei wneud?

Mae'r Cyngor yn cydnabod pwysigrwydd rheoli presenoldeb i sicrhau bod modd cyflawni dyletswyddau mewn ffordd effeithiol, ac i helpu staff sy'n wynebu cyfnodau o afiechyd. I barhau i fynd i'r afael ag absenoldeb, byddwn ni'n gwneud y canlynol:

- Parhau i adolygu a diwygio'r Polisi Absenoldeb oherwydd Salwch, a'r gweithdrefnau cysylltiedig, ar sail profiad gweithredol a'r gyfraith cyflogaeth ddatblygol i amlhau presenoldeb ymhellach.
- Adolygu effeithiolrwydd systemau rheoli absenoldeb, gan gynnwys system Cyflogres ac Adnoddau Dynol y Cyngor, sef 'Vision', i sicrhau ei bod hi'n ymateb i anghenion y sefydliad o ran rheoli absenoldeb a pharatoi data effeithiol ac amserol ar gyfer rheoli absenoldeb.
- Darparu cymorth a hyfforddiant ychwanegol ar gyfer rheolwyr, fel bod modd iddyn nhw roi'r Polisi Absenoldeb oherwydd Salwch ar waith a chynnig cymorth cynnar, ataliol a chyfredol i'r staff.

## Cynllun Gweithlu – Blaenoriaethau

I sicrhau gwaith ymatebol a pherthnasol i anghenion y sefydliad, bu ymgynghoriad â'r Cyfarwyddwyr Cyfadrannau i amlygu'r blaenoriaethau canlynol o ran cynllunio gweithlu:

- Denu staff i'r swyddogaethau technegol/proffesiynol, a'u cadw nhw, drwy ddefnyddio ymgeiswyr drwy'r cynllun prentisiaid a'r rhaglen i raddedigion, adolygu gwasanaethau'n gyfredol, ac edrych ar strategaethau cadw priodol, a'u rhoi ar waith.
- Cynllunio digonol o ran olyniaeth i sicrhau bod unrhyw fylchau o ran sgiliau a chapasiti arwain i sicrhau blaenoriaethau'r Cyngor yn cael eu hamlygu ac yn cael sylw drwy ddulliau datblygu a chymorth pwrpasol.
- Dull rhagweithiol ar gyfer datblygu'r staff presennol i ddiwallu'r galw am wasanaethau yn y dyfodol a'r newid mewn blaenoriaethau a chyfeiriad strategol. Mae hyn yn cynnwys hyfforddiant, ond, hefyd, newid diwylliannol.
- Dull gweithio hyblyg i rannu doniau ar draws y sefydliad i sicrhau bod doniau'n cael eu datblygu a'u defnyddio mewn ffordd effeithiol i wireddu blaenoriaethau'r Cyngor.
- Cymorth i sicrhau bod gwaith sy'n cael ei wneud ar ran y Cyngor, ac mewn partneriaeth, yn bodloni'r safonau rhagoriaeth cytûn a'r gofynion statudol.
- Amlhau presenoldeb i'r eithaf i sicrhau bod y gweithlu'n cael ei ddefnyddio i'w lawn botensial.

Bydd mynd i'r afael ag anghenion presennol y gweithlu, fel sydd i'w gweld uchod, yn cael blaenoriaeth.

## Cynllun Gweithlu – Risgiau a Dibyniaethau

Mae llwyddiant y Cynllun Gweithlu yn dibynnu ar ymrwymiad uwch arweinwyr, rheolwyr a'r staff. Gallai newidiadau mewn cyllid a blaenoriaethau effeithio ar gyflawni'r Cynllun Gweithlu, felly, bydd yn cael ei roi ar waith mewn camau yn unol â blaenoriaethau'r Cyngor a'r adnoddau sydd ar gael.

Rhaid i'r mentrau ar gyfer cyflawni'r Cynllun Gweithlu fod yn rhai priodol ac ymarferol, o ran sicrhau bod adnoddau digonol i'w cyflawni nhw. Rhaid i'r dull gweithredu fod yn ystyriol, a rhaid i'r prosesau a'r polisiau cyflawni fod yn ategol oherwydd bod llawer o'r elfennau'n gysylltiedig.

Rhaid i'r systemau hefyd allu cefnogi gwaith gweithredu o ran cofnodi a defnyddio data sefydliadol. Rhaid hefyd ystyried gwaith monitro i asesu'r effaith ar ganlyniadau sefydliadol.

## Cynllun Gweithlu – Cyfrifoldeb

Mae'r Cynllun Gweithlu yn perthyn i'r Cyngor cyfan, felly, i sicrhau llwyddiant, mae rhaid ei wneud yn rhan annatod o'r sefydliad i gyd. Yn ymarferol, felly, mae'r cyfrifoldeb yn cael ei ddosbarthu.

Yn naturiol, bydd llawer o'r Cynllun Gweithlu yn dod yn rhan o Gynllun Cyflawni'r Adran Adnoddau Dynol, ond, bydd yr amcanion sydd wedi eu hamlygu, ac sy'n canolbwyntio ar faterion cyfathrebu a Thechnoleg Gwybodaeth a Chyfathrebu mewnol, yn cael eu cyflawni drwy'r maes gwasanaeth priodol ac yn dod yn rhan o Gynlluniau Cyflawni y meysydd gwasanaethau hynny. Bydd gwaith monitro cynnydd yn ôl y nodau strategol yn cael ei wneud drwy broses fonitro'r Cynllun Cyflawni a'r broses Asesiadau Corfforaethol.

## Casgliad

Mae'r cynllun yma'n un uchelgeisiol, a bydd yn sicrhau bod gennym ni'r staff sydd ei angen arnon ni i ddarparu gwasanaethau o ansawdd ar gyfer trigolion ar hyn o bryd ac yn y dyfodol.

Mae'r Cyngor yn bwriadu recriwtio'r gweithwyr gorau yn y farchnad lafur, a'u cadw nhw, a datblygu staff i sicrhau bod y gweithlu'n cyrraedd ei botensial drwy feddu ar y gallu, y cydnerthedd, a'r sgiliau sydd eu hangen i fodloni heriau a chyfleoedd yn y dyfodol. Bydd hyn yn cael ei wneud drwy reoli a datblygu pobl, a'u perfformiad, a sicrhau bod gennym ni'r seilwaith a'r amgylchedd gweithio cywir i ffynnu. Byddwn ni'n meithrin diwylliant o gydweithredu, arloesi a rhannu gwybodaeth, meddylfryd rhagweithiol i atal problemau, ac yn cynnwys gweithwyr cyflogedig a defnyddwyr gwasanaethau yn rhan o bethau.

Mae angen i ni fanteisio i'r eithaf ar botensial y gweithlu a bydd rhaid i ni sicrhau bod y bobl iawn, gyda'r sgiliau priodol, yn y lle iawn ar yr adeg iawn. Rydyn ni eisiau datblygu gweithlu hyblyg, iach, cydnerth, ymroddedig a medrus, sy'n perfformio'n dda, a chadw'r gweithlu hwnnw, i gyflawni'r canlyniadau gorau i drigolion.



# Workforce Plan 2017-2022

**RHONDDA CYNON TAF**



**RHONDDA CYNON TAF**

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## Preface from the Chief Executive

We are very fortunate to have loyal, committed and highly skilled staff in all parts of the Council who are dedicated to serving the community through many changes in local government.

I am pleased to say that our staff have responded to each challenge and demand placed upon them. Our trade unions have worked with us and I am confident that we will continue to work together to make Rhondda Cynon Taf Council a good place to work in which staff are developed to reach their full potential at all stages of their career.

The Council's Workforce Plan 2017 – 2022 sets out our key priorities for developing and enhancing our workforce to meet the needs of our residents. The plan highlights five key aims that, we believe, will enable us to have a flexible and engaged workforce that will help us to adapt and respond to a changing economic landscape whilst continuing to deliver high quality services.



**Chris Bradshaw**  
Chief Executive



## Alignment with the Council Corporate Plan

The aim of the Rhondda Cynon Taf (RCT) Workforce Plan is to enable the Council to achieve its priorities, as set out in the Council Corporate Plan (2016-20), 'The Way Ahead', by ensuring that the Council's workforce is developed and able to meet the current and future challenges the organisation faces, so that services for residents are the best they can be.

To do this, the Council must have the right people with the right skills in the right place at the right time.

The RCT Council Workforce Plan also embeds the requirements of the Well-being of Future Generations (Wales) Act 2015, to meet national well-being goals, particularly 'A prosperous Wales'.

## The Importance of Workforce Planning and Development

Workforce planning requires an organisation to look at where it is now and where it wants to be in the future and match this with its existing workforce and any known or expected pressures on the supply or replacement of staff through:

- identifying the link between business strategies and people plans
- identification of the future skills and competencies needed to deliver new and improved services
- analysis of the present workforce
- comparison between the present workforce and the requirements of the future and identification of any gaps
- strategies to address the gaps



## What we know about the Current Workforce

The Council provides important local services and facilities for residents. These include providing education services and schools, waste and recycling, leisure and recreation facilities including parks, highway maintenance, local planning, libraries, social services and environmental health.

The workforce reflects this diversity and we have a range of employment contracts including full-time, part-time, term time and casual. Some staff have more than one contract. Agency workers and consultants are used only when necessary, to ensure service delivery or to buy in expertise for project delivery. We also have services delivered through partnerships or commissioning arrangements.

### The figures below give an overview of staff composition (including schools) for 2016/17:

- Headcount of 10,994 employees with a total FTE of 8,170.2 (excluding casual contracts and seasonal positions)
- 46% of our staff are employed in schools as teachers and support staff
- 75% of staff are female and 25% are male
- 55% of employees are part-time
- Most staff are aged between 45-54 (32.24%), only 4.19% of staff are aged 16-24
- On average, we use the full-time equivalent of 168 agency staff per month
- 532 of our posts are partly or wholly grant funded
- There were 903 new starters, most were aged 25 to 34
- We had 1,303 staff leave (544 of these left for voluntary reasons, 206 as it was the end of their contract and 144 due to voluntary redundancy). Most leavers were between 25-34 years of age. Most leavers had 6-10 years service
- 42.13% of appointments were internal
- 2.33% of staff disclosed that they had a disability, however staff equality data return rates for this question were low so this figure may be an underestimate
- 0.58% of staff are from a minority group, but again information return rates were low so this figure may not be a true reflection of the workforce
- 2.13% of all application forms were received from applicants from ethnic groups and this data was more reliable as information return rates were high
- 6.86% of staff speak fluent Welsh

We are also a main employer for the local area. Rhondda Cynon Taf is situated to the north of Cardiff, at the heart of South Wales. It consists of five valleys, the Rhondda Fawr and Fach, Cynon, Taf and Ely, some areas of which have high concentrations of multiple deprivation.

# Challenges and Opportunities Ahead

There are significant challenges and opportunities ahead for the Council and we need staff that can face these to ensure challenges are overcome and opportunities realised to maximise benefits for residents. Challenges and opportunities include:

- **Increasing pressure on services and changing demographics:**

Increasing demand on services is driven by a changing population. Rhondda Cynon Taf's population is relatively static but health and social services in particular are facing acute challenges due to the growth in older cohorts, as people are living for longer. This could also have an impact on the workforce as an ageing population could be reflected in the composition of staff, with people having extended working lives. This may result in a need for more flexibility in terms of working patterns and adjustments, career flexibility and retirement options.

- **Recruitment and retention:**

Due to the diversity of services the Council provides, people with specific skills need to be recruited for certain roles and it can be difficult to recruit to some posts due to shortages in the labour market. Retention of staff is also important to ensure continuity of service delivery.

- **Increasing public expectations:**

With residents expecting better services and more prompt responses. This means that the Council must plan for the fact that spending reductions will affect all parts of the public sector to the end of the decade and that increasing levels of demand will not be met from simply doing more of what it is currently doing.

- **Further spending cuts to come:**

As a result of reductions to public sector funding, Rhondda Cynon Taf Council has had to save over £100m from its revenue budget since 2011 and there is a current budget gap of £3.8m.

- **Collaboration:**

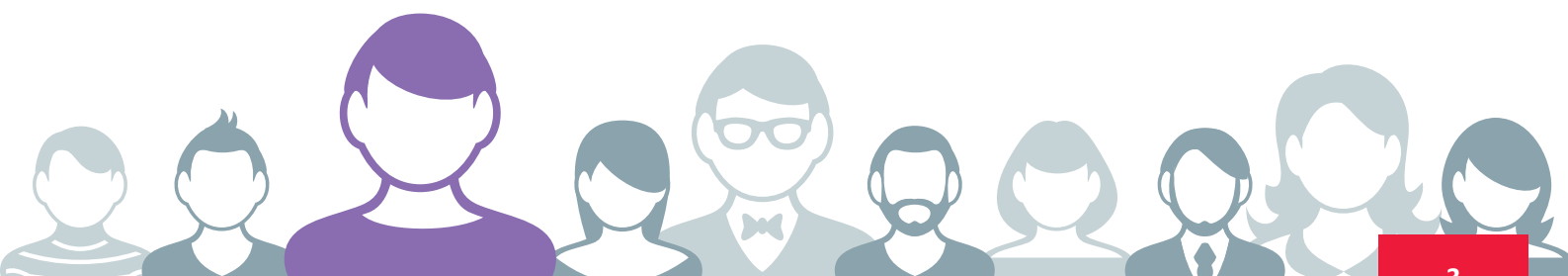
There will be more collaborative working and joined up approaches to service delivery. Therefore there will be new ways of working with other public bodies, sectors, organisations and residents to positively impact service delivery. Workforce skills can be developed and enhanced to ensure the Council maximises on these opportunities.

- **Technology:**

Advances in technology need to be identified and utilised to improve service delivery and customer service. This could involve new ways of working for staff.

- **Other considerations:**

The 2016 Council Service Self Evaluations highlighted that staff were working hard to deliver outcomes for residents. However, some areas needed to address workforce issues which included succession planning and skills gaps, along with recruitment and retention, created by experienced staff exiting the organisation and/or a need for new skills to deliver new services both now and in the future. Areas noted that there was a need for extra capacity to think strategically, to deliver new priorities and continue to deliver excellent services for the longer term, without compromising operations. Maximising attendance by reducing sickness absence was also a priority.





## The Workforce and Skills we need for the Future

As public services are changing, employees who can respond rapidly and innovatively to change, acquire new skills and competencies and proactively work towards positive outcomes are needed. Employees may need to undertake a variety of roles and careers may be built across sectors and services instead of people remaining in one area for the duration of their employment.

Citizen engagement to develop services is becoming more important and good communication skills, in addition to technical expertise, are required to achieve the necessary transformation in services. To ensure we live within our means, employees will also need to have more of a commercial perspective, without losing the public service ethos, as delivering quality services to our residents, some of whom are amongst the most vulnerable in Wales, is at the heart of everything we do.

Advances in technology will be utilised to deliver services and meet customer expectations. New skills may be required to harness the opportunities it can provide. Technology will also free up capacity and allow staff more time to think strategically and spend time on more complex work.

To bridge the skills gap that is emerging due to the unprecedented change there will also need to be a shift in behaviour and organisational culture to realise our goals. There will be more collaboration and joined up approaches to service delivery, both within the organisation and between other sectors.

Staff will need opportunities to learn and reflect on new skills, which may be through a variety of methods such as action learning, mentoring, coaching, job shadowing and secondments in addition to, or instead of, formal training. Corporate change programmes will also provide opportunities within the organisation to create new systems and processes for service delivery, but it will be the way staff work in the future that will determine if we are successful in delivering our ambitions.

## How to ensure we have the Workforce we need: Workforce Plan Delivery Aims

To ensure we have the workforce we need to achieve the best for our residents, we will be working towards the following Workforce Plan delivery aims:

**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

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

**We aim to create a workforce that works together and shares 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 so that they access development opportunities and gain experience they can use to improve service delivery. Working in this way will allow for the sharing of expertise and could result in the creation of strong talent partnerships and facilitate collaborative working.

Agile working and streamlined processes will also support this and free up staff time to focus on more complex tasks and think strategically for the long term.

## What is happening now:

- The link between employee engagement and higher performance has been well researched and well documented. Staff consultation has been a key approach to enhance employee engagement with bi-annual staff consultation exercises, the results of which result in key actions for improvement.
- In addition to improve staff consultation, there has been an enhanced focus on improving the flow of information through:
  - » Quarterly briefing sessions on key subjects with the Councils Cabinet, Chief Officers and senior managers
  - » Bi-annual briefings on key subjects for all staff with people management responsibilities
  - » Inform and RCT Source for information sharing and knowledge management
- The Council has a wide range of supportive policies in place that enable staff to balance work and life commitments which include, for example, flexible working arrangements and term time contracts.
- The Council has placed an increased focus on enabling staff to work more efficiently through the introduction of an improved ICT infrastructure and the introduction of more agile working practices to make the way in which we work more effective and efficient.
- The Council has effective partnerships and networks in place to ensure that the public sector works together effectively and efficiently by targeting and sharing resources.
- Development programmes such as the Mercury Middle Management Development and Transform Strategic Leaders programmes incorporate components of cross Council project working to encourage networking and a sharing of organisational knowledge.
- The Council's graduate scheme facilitates sharing of knowledge across the Council through a mixture of project working and movement of staff in order to enhance information and knowledge sharing across the Council. This is also extended to project working with other public sector organisations.

## What needs to be done:

Greater agility in the workforce and the sharing of organisational knowledge will support the responses to challenges faced by the Council and help build a more resilient and responsive organisation. To respond to the future challenges facing the Council, staff will be required to operate differently with a wider organisational knowledge to enhance decision making.

### In order to facilitate this more agile and flexible way of working we will:

- Further enhance the sharing of information and knowledge throughout the organisation by reviewing current approaches, focusing on the greater utilisation of existing communication channels and the introduction of new communication approaches where necessary.
- Explore mechanisms to develop staff further and increase mobility so that individuals can use their skills to work in different teams and service areas if required. Utilising opportunities for staff to work with new and existing collaborative networks and partnerships could improve service delivery and enhance communication and sharing of information.
- Develop the 'harder to reach' workforce, who may be part time and on lower incomes, by utilising findings from the RCT Council WAVE project (women adding value to the economy) to improve opportunities for development discussions and opportunities, methods of recruitment and contract arrangements.
- Continue to enhance the opportunities for staff to work in a more agile and flexible way through improved ICT approaches and ongoing review of employment 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.**

### What is happening now:

- Our employment package helps the Council to attract and retain the right staff. It includes a competitive pension scheme and holiday provision, a variety of flexible working opportunities including flexi-time, part-time, term-time and compressed hours and an employee benefit scheme (with discounts, opportunity to purchase annual leave and a salary sacrifice scheme).
- The Council is a voluntary 'living wage' employer, which ensures employees are paid a wage which is enough to live on.
- The Council promotes equality by providing many flexible working opportunities and by ensuring its recruitment processes are free from unlawful discrimination. We are a "Disability Confident" committed employer, which guarantees a person with a disability an interview if they meet the essential criteria for the job. The Council has also been recognised in the Stonewall 2016 best 100 employers index, which demonstrates our commitment to ensuring an inclusive workplace.
- Through our approach to workforce planning the Council has invested in a range of programmes to address workforce deficits. The Council's Apprenticeship Scheme commenced in September 2012. During the 5 years it has been running, 129 Apprentices have been employed in a wide variety of service areas. To date 100% of Apprentices completing the two year scheme have gained their qualification framework ranging from levels 2-5 and 89% have secured employment.

In 2016, the Council took on its largest cohort, employing 39 Apprentices. The scheme has been a huge success and we have been able to provide opportunities for Apprentices to learn a trade, develop skills and provide leaders for the future.

The Council's Graduate programme commenced in 2004, in which 38 Graduates have undertaken the programme. The Graduate Scheme is very successful with 89% of Graduates sustaining employment at the end of the two years.

Each of the schemes offers a unique opportunity to learn new skills, develop professionally and start a career in community-based public service. Many graduates from previous years have gone into management positions after the programme including two who are currently working in Head of Service roles at the Council.

Step in the Right Direction is a two year paid traineeship programme for young people aged 16-21 living in and leaving care in Rhondda Cynon Taf.

Each year, 6 trainees join the scheme and are given placement opportunities within a variety of Council departments and private employment settings. The young people have all the support needed to help them to gain the work experience and training needed to gain full time employment at the end of the programme. In the last 3 years, Step in the Right Direction has supported numerous young people to gain various professional qualifications and add to their work experience. This has resulted in 15 young people getting into full-time employment, many of whom continue to be employed by the local authority.

### What needs to be done:

The Council recognises that attracting, retaining and training people with the skills needed for the future is critical to its ongoing success. In order to address this we will:

- Review the processes for recruiting, selecting and on-boarding staff to ensure that the Council is seen as an employer of choice within the region and that we are able to attract people with the right skills and abilities to meet our workforce needs.
- Continue to refine current approaches, such as apprenticeship recruitment, and explore further opportunities for addressing workforce gaps through more targeting and innovative recruitment procedures.
- Continue to implement the actions from the RCT Council Welsh Language Skills Framework to maintain an overview of Welsh language skills, needs and resources with a view to recruiting and training staff in order to meet these objectives. We have a legal duty to plan, develop, implement and invest in a bilingual workforce in order to provide services in Welsh.

## 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.

### What is happening now:

- A range of leadership development programmes such as ILM, Mercury and senior management Transform are delivered on an on-going basis. The re-introduction of a revised Aspire management programme for middle managers is in development.
- The Council's Graduate programme aims to attract talent to the organisation with a focus on recruiting to fill potential skills deficits and develop future leaders and managers.
- Regular managers briefings and Cabinet and Chief Officer days are in place to share information and encourage informal networking to facilitate a joined up approach to service delivery.

### What needs to be done:

The Council recognises that effective leadership and management is key to maintaining a stable and responsive organisation. A continued focus on developing leadership capacity, flexibility and resilience will continue to be a significant priority. To facilitate this we will:

- Review and develop current approaches to leadership and management development in line with the needs of the organisation. This will include the review of the needs of the Chief Officer tier.
- Introduce a specific induction for managers to ensure that they have the knowledge and confidence to do their jobs well.
- Develop succession planning and career development strategies to ensure that future leaders and managers are developed to ensure excellent service delivery.
- Continue to refine and improve communication, information sharing and joint working across the Council by helping to facilitate the development of both formal and informal networking, particularly through the management tiers.

## 4 Enabling a high performing, engaged and committed workforce

**To deliver the Council's priorities a high performing engaged and committed workforce will be 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 be embedded throughout the organisation and employees with potential for growth will be developed to further improve service delivery.

Staff will be self motivated, their values aligned to the goals of the organisation and passionate about achieving the best for residents.

### What is happening now:

- A revised pilot performance review process linking individual performance to Council priorities for Grade 15 Officers up to Chief Officer grade was implemented in September 2016. The process focused on the dimensions of task performance, people management and personal development.
- We recognise the need to invest in the development of all staff to enhance their skills and performance to realise their potential. To meet this need, the Council has teams that provide a comprehensive range of development activities for employees ranging from short training courses to management qualifications. The People Development Team focuses on responding to the Councils' business needs and helping to improve performance. It provides Council wide development opportunities, particularly focusing on staff induction, leadership, management and team development, IT training and the provision of the Council's e-Learning platform, RCT Source. In addition, there are teams dedicated to groups where there are specialist development requirements. The largest is the Cwm Taf Social Care Workforce Development Service which aims to improve the quality and management of social services provision through a planned approach to learning and development and to increase the take-up of learning, development and qualifications across the social care sector in Cwm Taf.
- An enhanced staff benefits package including salary sacrifice schemes to purchase green cars, technology and smart phones, additional annual leave and a discount card.
- Staff consultation processes are in place to ensure the employee voice is heard and employee feedback is used to shape and improve service delivery.
- Support is available across the Council to improve team performance through activities such as team building and development days aimed at fostering good working relationships.
- Targeted interventions delivered by trained staff such as mediation and conflict coaching for the early resolution of interpersonal workplace issues which could have a detrimental impact on the workplace.
- Good relationships with Trade Unions on all employment matters.

### What needs to be done:

Ensuring that a high performance culture is embedded within the organisation is an ongoing priority for the Council. Opportunities to enhance individual performance management and increase staff motivation can contribute to overall organisational effectiveness. To continue to enhance performance and motivation we will:

- Introduce the revised individual performance review process throughout the Council and create mechanisms to deliver targeted development by gathering relevant performance review information for a Council wide training needs analysis and to inform effective succession planning processes.
- Develop a centralised point for staff to access development information, which will enable staff to have a clearer understanding of what is available to them during their employment. Staff consultation feedback highlighted that staff were unsure of where to access information about learning and development opportunities.
- Undertake a training needs analysis within the Council to ensure that training is targeted to business needs. The Council will continue to invest in the training and development of staff through face-to-face and e-learning opportunities, including paying particular attention to the up-skilling of essential skills.
- Continue to use staff consultation as an on-going method to capture staff feedback around key topics in order to continue to inform organisational approaches to issues such as communication, staff development and involvement.
- Improve communication and consultation methods throughout the organisation, particularly for staff who do not have a Council email address.
- Explore opportunities to provide further staff benefits in line with HRMC approved schemes.

## 5 Supporting health and well-being to maximise attendance

**This is the foundation to achieve the other aims, as well-being can be an enabler of staff engagement and productivity.**

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 well it will enhance service delivery and help to create a positive working environment where staff can thrive to encourage optimum organisational performance.

### What is happening now:

- A new Sickness Absence Policy was introduced in September 2016 with an emphasis on early intervention and good management of sickness absence to ensure staff have the support they need to attend work and achieve Council priorities.
- Compliance with the Sickness Absence Policy is monitored through the production, distribution and monitoring of data dashboards for the Senior Leadership Team and management teams.
- Over 600 managers have undertaken training to maximise attendance, with managing mental health and musculoskeletal disorders, the main reasons for absence, being key topics.
- We are encouraging a culture of openness whereby managers and employees are able to discuss their well-being and access suitable and timely support. Interventions to help reduce sickness absence include:
  - » Time to talk sessions to reduce stigma associated with mental health conditions by encouraging employees to have discussions about mental health in the workplace.
  - » Initiatives that support diagnosis such as fast tracking and ultrasound scanning.
  - » Targeted interventions designed to combat specific health issues identified within the Council service areas, for example injection therapy, trauma support and ear irrigation.
- An online management Occupational Health referral system designed to improve the communication process for referrals and to support the new policy changes such as the day 1 and day 14 referrals.
- Several initiatives such as case conferences, case reviews and education around best practice have been implemented to support the efficient and supportive management of cases so that they can be resolved as soon as practicably possible, as long term absence cases can become complex to manage. Each month, Human Resources also review every absence case over 28 days.
- The Council has in place regular health promotion activities such as influenza vaccines and blood pressure monitoring, which are offered to all staff, together with a regular 'Workwell' newsletter which promotes health and well-being. Benefits such as discounted Council leisure centre membership and the opportunity for employees to purchase additional leave are also in place.

### What needs to be done:

The Council recognises the importance of managing attendance to ensure that it is able to carry out its duties effectively and support staff who are experiencing periods of ill health. In order to continue to address absenteeism we will:

- Continue to review and revise the Sickness Absence Policy and associated procedures in light of operational experience and emerging employment law in order to maximise attendance further.
- Review the effectiveness of absence management systems, including the Council's Human Resources and Payroll system "Vision", to ensure it is responsive to the needs of the organisation for managing absence and for the production of effective and timely data for the purpose of managing absence.
- Provide additional training and support for managers, so that they can implement the Sickness Absence Policy and offer early, preventative and on-going support for staff.



## Workforce Plan Priorities

To ensure that work is responsive and relevant to the needs of the organisation, Group Directors were consulted to identify the following workforce planning priorities:

- To attract and retain staff in professional\technical roles through the utilisation of graduate and apprentice entrants, ongoing service review and exploration and implementation of suitable retention strategies
- Adequate succession planning to ensure that any gaps in terms of leadership capacity and skill to achieve Council priorities are identified and addressed through tailored support and development
- A proactive approach to develop existing staff to meet future service demand and changing strategic direction and priorities. This involves training but also a cultural shift
- Agility to share talent throughout the organisation to ensure that talent is developed and utilised effectively to deliver on Council priorities
- Support to ensure that work carried out on behalf of the Council, and in partnership, meets agreed standards of excellence and statutory requirements
- Attendance is maximised to ensure the workforce is utilised to its full potential.

Priority will be given to addressing the immediate workforce needs as highlighted above.

## Workforce Plan Risks and Dependencies

The success of the RCT Council Workforce Plan is dependent on the commitment from senior leaders, managers and staff. Changes in funding and priorities could impact the delivery of the Workforce Plan, therefore implementation will be prioritised according to Council priorities and resources available.

Initiatives to deliver the Workforce Plan must be appropriate and practicable in terms of having adequate resources to deliver them. Implementation must be considered and mechanisms and policies for delivery must be complimentary as many elements are interlinked.

Systems must also be able to support implementation in terms of recording and using organisational data. Monitoring must also be considered to assess the impact on organisational outcomes.

## Workforce Plan Responsibility

As the RCT Council Workforce Plan belongs to the whole Council, to succeed it needs to be embedded throughout the organisation, so responsibility in practice is distributed.

By its very nature, much of the Workforce Plan will form part of the Human Resources Delivery Plan, however, the aims that have been highlighted that focus on internal communication and ICT will be delivered through the respective service area and will form part of their Delivery Plans. Monitoring of progress against the strategic aims will be monitored through the Delivery Plan monitoring process and Corporate Assessment process.

## Conclusion

This ambitious RCT Council Workforce Plan will ensure we have the staff we need to deliver quality services for residents both now and in the future.

The Council aims to recruit and retain the best employees in the labour market and develop staff in order for the workforce to fulfil its potential by having the required skills, resilience and capability to meet future challenges and opportunities. This will be done through managing and developing people and their performance and ensuring that we have the right working environment and infrastructure to thrive. We will foster a culture of collaboration, innovation and sharing of knowledge, a proactive mindset to prevent problems and genuine employee and service user involvement.

We need to fully utilise the potential of the workforce and we need the right people with the right skills in the right place at the right time. We want to develop and retain a skilled, high performing, committed, resilient, healthy and agile workforce to deliver the best results for residents.

