

Action		Context	Update	RAG Status	Completion Date
<b>Leadership and Management Development</b>					
1.0	Develop a People Strategy	<ul style="list-style-type: none"> <li>Setting the culture, standards and expectations of the workforce.</li> <li>Values</li> <li>CEO Principles</li> </ul>			31.12.2022
1.1	Review Leadership Strategy	<ul style="list-style-type: none"> <li>Review and update the Strategy</li> <li>Review Leadership and Management Development</li> </ul>			31.03.2023
1.2	Improve our succession planning activity	<ul style="list-style-type: none"> <li>Formal Plans within the Service Action Plans</li> <li>Increase our own recruitment “pool”</li> <li>Grow our own employees</li> <li>Opportunities to develop and progress</li> </ul>			
1.3	Implement the outcomes from the middle managers training needs analysis for New Ways of Working	<ul style="list-style-type: none"> <li>Upskilling managers for NWOW</li> <li>Manager / Employee Guides</li> <li>Creation of new learning / training (i.e. agile working)</li> </ul>			
1.4	Review of networking and communications	<ul style="list-style-type: none"> <li>Leadership Conferences</li> <li>Cascading of information</li> <li>1-2-1's, Team Briefings etc</li> </ul>			
1.5	Introduce a tailored induction for all new managers	<ul style="list-style-type: none"> <li>Supporting and upskilling new managers on policies / procedures / tools and systems.</li> <li>Creating a “Denbighshire Way” / “One Council” approach</li> </ul>			

Recruitment and Retention of Talent					
2.0	Review Recruitment Policy and Processes	<ul style="list-style-type: none"> <li>Review our Adverts and Application Process</li> <li>Review our On-boarding process</li> <li>Review our benefits and promotion</li> <li>Review our methods of advertising – including social media</li> <li>Review our website</li> </ul>			
2.1	Individual recruitment and retention issues which have been identified within-service workforce plans.	<ul style="list-style-type: none"> <li>HOS and HRBP's to address and look at solutions for service issues</li> <li>HRBP's &amp; Recruitment Specialist to explore various solutions, tailored for individual needs.</li> </ul>			
2.2	Review vacancies and promote Career Pathways	<ul style="list-style-type: none"> <li>Review all vacant posts as they arise</li> <li>Upskill managers on career pathways</li> <li>Support the creation of pathways within services</li> </ul>			
2.3	Explore different approaches to recruitment	<ul style="list-style-type: none"> <li>Apprenticeships</li> <li>Graduate Placements</li> <li>Traineeships</li> </ul>			
2.4	Employee benefits	<ul style="list-style-type: none"> <li>Review current benefits (in line with Mental Health Strategy also)</li> <li>Seek additional benefits</li> <li>Promotion of ALL employee benefits to new and existing staff</li> </ul>			
2.5	Implement Welsh Language Strategy actions	<ul style="list-style-type: none"> <li>HOS to review levels of Welsh standard against job roles</li> <li>Promote Welsh course for different levels</li> </ul>			
2.6	Support CSS in a programme of work to support their workforce recruitment and development	<ul style="list-style-type: none"> <li>Deliver the actions agreed in the project plan</li> <li>Continuously amend and add to the project plan</li> </ul>			

Enable a High Performing, Engaged and Empowered Workforce					
3.0	One Council Approach	<ul style="list-style-type: none"> <li>Promotion of the Council's Values</li> <li>Promotion of the CEO's 5 principles</li> <li>Promote high standards of professionalism</li> <li>Promote Strong leadership and accountable management</li> <li>Promote Excellent Customer Service</li> </ul>			
3.1	Support career development	<ul style="list-style-type: none"> <li>Encourage Training discussions at 1-2-1's</li> <li>Offer in-house training courses</li> <li>Support formal external training where applicable</li> </ul>			
3.2	Learning and development opportunities in one central location	<ul style="list-style-type: none"> <li>Access external funding streams</li> <li>Work with services and partners</li> <li>Source tailored needs</li> <li>Equal opportunity for all employees</li> </ul>			
3.3	Encourage Training Needs Analysis with services	<ul style="list-style-type: none"> <li>Support training and development</li> <li>Identify skills gaps and identify interventions</li> </ul>			
3.4	Promote the Staff Council Forum as an ongoing method to capture feedback around key topics	<ul style="list-style-type: none"> <li>Staff Council to meet quarterly</li> <li>Encourage Service participation / reps</li> <li>Encourage 2 ways feedback and communication</li> </ul>			
Develop a Flexible and Agile Workforce					
4.0	Review current Flexible Working Policy	<ul style="list-style-type: none"> <li>Review current policy</li> <li>Create new version</li> <li>Create Guidance to accompany policy</li> <li>Include ICT guides / processes where applicable</li> <li>Publicise policy on Recruitment website</li> </ul>			
4.1	Ensure employees have the tools and technology that they need	<ul style="list-style-type: none"> <li>Work with individual Services to identify potential gaps</li> <li>Carryout relevant H&amp;S Risk Assessments with employees</li> </ul>			

		<ul style="list-style-type: none"> <li>Supporting the workforce to enable workforce to adapt to the new ways of working</li> </ul>			
<b>Supporting Health and Wellbeing</b>					
5.0	Support Employees health and wellbeing	<ul style="list-style-type: none"> <li>Promote mental health and wellbeing tools and support available for employees</li> <li>Promote mental health and well-being website</li> </ul>			
5.1	Identify a number of Wellbeing Champions in DCC.	<ul style="list-style-type: none"> <li>Approach Staff Council to carry out the Champion roles</li> <li>Ask for volunteers within each Service</li> <li>Ensure Champions complete additional training session</li> <li>Create a networking environment for Champions to meet and feedback experiences</li> </ul>			
5.2	Distribute a Wellbeing Survey for all employees	<ul style="list-style-type: none"> <li>Create an online survey to assess current position</li> <li>Create another survey in 12months to assess whether interventions/Time to Change Pledge</li> </ul>			31.03.2022 31.03.2023
5.3	Attendance Management Training	<ul style="list-style-type: none"> <li>HR Business Partner / Specialist to train new and existing managers on Attendance Management</li> <li>The full range of support is highlighted to managers</li> <li>Data reports and absence dashboard demonstrations will be given</li> </ul>			
<b>Individual Service Action Plans</b>					
<b>BIM</b>					

<b>Communities and Customers</b>					
<b>Education and Children’s Services</b>					
<b>Planning, Public Protection and Countryside Services</b>					
<b>Legal , Democratic and HR</b>					

CSS					
Highways and Environmental Services					
Finance and Property					