

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

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

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

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

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

CSS					
Highways and Environmental Services					
Finance and Property					