

## Management response

**Report title:** Springing Forward – Denbighshire County Council

**Completion date:** May 2022

**Document reference:** 2969A2021-22

Ref	Recommendation	High priority (yes/no)	Management response	Completion date	Responsible officer
R1	<p><b>Post-pandemic learning</b>            Consider learning and areas for improvement from the pandemic to help inform future use of assets and workforce, where the pandemic has highlighted such opportunities. These are shown in bold text throughout the report.</p>	Yes	A short-term Assets Strategy, 'Denbighshire County Council Coronavirus Response: Infrastructure – Council Buildings', was agreed by senior managers and presented to Communities Scrutiny Committee in July 2021. This also set out that our medium-term approach would form part of the New Ways of Working project and	July 2023.	David Lorey, County Landlord

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			<p>would be led by staff behaviour.</p> <p>With regards to workforce, the New Ways of Working Project will also look at lessons learnt from the pandemic and changes we intend to make moving forward, i.e. reviewing our Flexible Working Policy to enable a more agile workforce.</p>	October 2022.	Louise Dougal, HR Service Manager
R2	<p><b>Vision</b> Clarify the Council's vision for the shape and size of its building assets and</p>	Yes	As described above, the council's approach has already been set out in a number of communications and reports. The medium and long-term approach to assets	July 2023	David Lorey, County Landlord.

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	workforce in the short, medium, and long term.		<p>will be led by staff behaviour and service need – a review will be undertaken after 6-8 months of restrictions being lifted. The council’s approach to its assets will be considered once we know what the office needs are.</p> <p>The Council is currently conducting a review of its senior management structure, which, when completed, may result in the realignment of some services. The review is also intended to create additional capacity at a senior level to support the vision and strategic direction presented by the Chief Executive to</p>	March 2023	Graham Boase, Chief Executive

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			<p>Council in March 2022. This paper anticipates change in the way in which services are delivered in order to best place the council to meet future challenges. The shape and size of the workforce will be determined by the needs of the services following this review and the priorities of the Council identified in the forthcoming Corporate Plan.</p>		
R3	<p><b>Strategies and delivery plans</b> Develop asset and workforce strategies and delivery plans that build on learning from the Council's</p>	Yes	<p>As described above, draft asset approaches have been presented to the New Ways of Working Board and senior managers, but cannot be finalised before the work undertaken to review staff</p>	July 2023.	David Lorey, County Landlord.

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	<p>experience of the COVID-19 pandemic and deliver the Council's vision in these areas.</p>		<p>behaviour has been undertaken. Practical opportunities are being taken forward during this period such as partnership working with the NHS, which has always been part of our asset strategy.</p> <p>The council has developed a Corporate Workforce Plan for the period 2022 to 2027, which will be reviewed on an annual basis and updated to reflect any emerging issues, and will align with the new Corporate Plan priorities. The Workforce Plan Delivery document sets out the following aims:</p>	<p>Completed</p>	<p>Louise Dougal, HR Service Manager.</p>

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			<ul style="list-style-type: none"> <li>• Leadership and Management Development</li> <li>• Recruitment and Retention of Talent</li> <li>• Enable a High Performing, Engaged and Empowered Workforce</li> <li>• Develop a Flexible and Agile Workforce</li> <li>• Supporting Health and Wellbeing</li> </ul>		
R4	<p><b>Strategies and delivery plans</b></p> <p>Identify the costs of delivering these plans and incorporate these into the medium-term financial plan</p>	Yes	Costs have already been included in the Medium Term Financial Plan (e.g. budget pressure in 2022 to 2023 for a new Facilities and Assets Manager). Contingencies and reserves are in place to cover	July 2023	Steve Gadd, Head of Finance and Property Services (Section 151 Officer)

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			<p>all known medium-term costs. A robust annual budget process will identify any further pressures and savings as and when strategies and actions have been agreed. The Medium Term Financial Plan is an ongoing process that has close links with the New Ways of Working project, and the County Landlord will ensure this continues going forward.</p>		