

Appendix Figure 3 Workforce Plan – Delivery Action Plan

Action		Context	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>		01.09.2025
A People Strategy has been drafted and final drafts will be completed after staff survey exercise is finished. DELAYED DUE TO RECRUITMENT OF VACANT POSTS AND STAFF SURVEY				
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>		31.06.2023
Will be part of the people strategy.				
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>		31.03.2023
There has been no formal progress on succession planning as an overall Authority, however Services are taking steps to ensure they have succession plans in place in certain departments. The use of Career Pathways continues to increase in a variety of departments with managers exploring the possibilities of where they could work well.				
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>		31.12.2022 31/08/23
Agile Working Policy and Guidance now in place				
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>		31.08.2022

Appendix Figure 3 Workforce Plan – Delivery Action Plan

Reviewed Leadership conference with CEO and SLT – timetable agreed for next 12 months			
HRBP's ensure information is cascaded on DMG reports			
One to one's are being carried out and performance indicators are being monitored.			
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>	31.01.2023
Management induction has been implemented in February 2024			
<b>Recruitment and Retention of Talent</b>			
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> <li>Review marketing/ commercial approach with Comms team</li> <li>Training recruiting managers on how to write a job description and person specification</li> </ul>	31.03.2023
<ul style="list-style-type: none"> <li>Application form specifically for Grade 1 – 3 jobs has been created to simplify the application process. The application form can be the barrier for lower graded jobs. The application form for Grade 4 and above will remain the same as the current form.</li> <li>On-boarding via itrent will commence in the New Year. This will ensure a smoother process for the candidate when applying for jobs and make the managers tasks more streamlined. Candidates will be able to see the progress of their application and contract and hopefully speed up the process, resulting in less paperwork.</li> <li>Social media adverts for recruitment have all been re-branded and work very well.</li> <li>A DCC Facebook page purely for recruitment has been created and recruitment specialist are regularly posting jobs, benefits and eye catching posts.</li> <li>The application form on itrent is being looked into to see if there are options to make more aesthetically pleasing. This will form part of the on-boarding process.</li> <li>A New recruitment website has been launched, linking to the new social care recruitment pages also – Work for Us is the tagline.</li> <li>Recruitment specialists for both Corporate and Care are working with managers to create specialist adverts and vacancy packs of information. These packs are becoming more widely used as more jobs are becoming 'Hard to recruit.'</li> <li>A new Advert, Person Specification and Job Description has been drafted, making it more accessible and clear. The benefits for work for DCC are captured now on the advert itself.</li> <li>As part of the New Management Induction it has been agreed that the Recruitment Specialists will hold a session on Recruitment, EDI and Safeguarding. This can extend to Job Descriptions and Person Specifications. A specific E-Learning Module could be created on how to write a JD and PS.</li> </ul>			

Appendix Figure 3 Workforce Plan – Delivery Action Plan

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>		31.03.2023
HRBPs and Specialists having ongoing discussions with Services				
2.2	Review vacancies and promote Career Pathways	<ul style="list-style-type: none"> <li>• Review all vacant posts as they arise</li> <li>• Work closely with Working Denbighshire and options available</li> <li>• Upskill managers on career pathways</li> <li>• Support the creation of pathways within services</li> </ul>		31.03.2023
<ul style="list-style-type: none"> <li>• HRBPs and Specialists having ongoing discussions with Services</li> <li>• New internet pages have been amended to simplify career pathway information using less jargon so that managers and applicants understand this more.</li> <li>• The 2 Recruitment Specialists with HR are working very closely with Managers to understand current issues and look at how the recruitment campaign should be designed as this will differ depending on the role.</li> <li>• HR and Working Denbighshire have monthly meetings to ensure we are exploring all opportunities and utilising Working Denbighshire to fill potential vacancies.</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> <li>• Working Denbighshire schemes</li> <li>• Job Fairs</li> </ul>		31.03.2023
<ul style="list-style-type: none"> <li>• Recruitment Specialist are invited to DEEP/DEN meetings alongside Working Denbighshire to discuss more collaboration.</li> <li>• Apprenticeships are being explored with Working Denbighshire and their funding streams.</li> <li>• Working Denbighshire are meeting HR Business Partners to understand the needs of each service and attend the DMT to remind services what they can do to help.</li> <li>• HR attend Working Denbighshire Jobs Fairs every quarter</li> <li>• The Recruitment Specialists held a Jobs fair in Caledfryn in September 2022 for front line/hard to recruit job vacancies. Departmental managers were asked to provide staff to attend and promote their own vacancies. Working Denbighshire assisted on the day and Comms helped promote and arrange. The event was really successful and over 10 people were appointed as a result of that particular jobs fair.</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>		31.01.2023
<p>Financial wellbeing pages have been amended, a financial wellbeing Flyer has been created for departments who don't have computers, e.g. cleaning / catering. Comms time have been given a plan for communication to be sent out for the next 12 months with regards to pay and reward. The pay and rewards pages have been updated by HR and the Webteam.</p>				

Appendix Figure 3 Workforce Plan – Delivery Action Plan

2.5	Implement Welsh Language Strategy actions	<ul style="list-style-type: none"> <li>• HOS to review levels of Welsh standards against job roles</li> <li>• Promote Welsh course for different levels</li> </ul>		31.03.2023
<p>Welsh language officer is leading on this and together we have agreed a way forward. The Welsh Language Officer is to contact Services to discuss requirements for each post in the council and with the aim of holding a database of all jobs and their Welsh language level. The website has been updated with details and the forms for recruitment have been updated and are now live. Welsh courses are promoted on the website, Denbighshire Today and in corporate Induction. The courses are communicated out to the business also via the HR Business Partners at DMG meetings.</p>				
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>		31.03.2023
<ul style="list-style-type: none"> <li>• Ongoing - Recruitment Specialist in post to provide ongoing support.</li> <li>• Project for recruitment in CSS was closed by Nicola Stubbins early 2024.</li> <li>• CSS have created a 'Stay Survey' for specific departments in Care to assess why people stay in DCC. We can use the results to help with recruitment campaigns.</li> <li>• Exit Surveys in Care are analysed in detail and Recruitment Specialist has sent out additional questionnaire and follows up with phone call to assess reasons for leaving.</li> </ul>				
<p><b>Enable a High Performing, Engaged and Empowered Workforce</b></p>				
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>		31.12.2022
<ul style="list-style-type: none"> <li>• People Strategy will encompass these actions.</li> <li>• Corporate Induction, New Starter Website, Welcome Meeting with the CEO and New Management Induction includes all of the above.</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> <li>• Support career pathways within DCC</li> </ul>		31.03.2023
<ul style="list-style-type: none"> <li>• One to one form captures Learning and Development opportunities.</li> <li>• HR Business Partners update services as soon as courses become available which are funded via WULF or another stream. These include short courses, introduction to management, ILMs and specific qualifications.</li> <li>• Career pathways are being carefully monitored to ensure placements are meaningful and progression is attained.</li> </ul>				

Appendix Figure 3 Workforce Plan – Delivery Action Plan

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> <li>• Continue to use Learning Agreements</li> </ul>		31.03.2023
<ul style="list-style-type: none"> <li>• All internal courses that are sourced by the corporate learning and development specialist are advertised on the L&amp;D pages on the internet and booking via itrent is required</li> <li>• Services will work with L&amp;D Specialist to source or arrange bespoke training for their teams.</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>		31.03.2023
<ul style="list-style-type: none"> <li>• A formal TNA /skills gap assessment needs to be carried out in specific areas whereby there are limited resources to carry out a particular function. Departments where flexible retirement of key post holders is likely or taking place, need to be utilising the 2 year period to upskill existing workforce.</li> <li>• There are departments whereby Agency workers are utilised as we do not hold that particular skills set in house. This needs further exploration via the next round of WFP in 2025.</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 way feedback and communication</li> </ul>		31.03.2023
Staff Council meetings have commenced. More communication is required once representatives have been confirmed.				
<b>Develop a Flexible and Agile Workforce</b>				
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>		31.12.2022
Agile working policy is place				
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> <li>• Supporting the workforce to enable new ways of working</li> </ul>		31.12.2022
New ways of working is embedding in the workplace on a daily basis. Services are addressing any issues as and when they arise, i.e. risk assessments, location requirements, technology / tools needed etc.				

Appendix Figure 3 Workforce Plan – Delivery Action Plan

Supporting Health and Wellbeing				
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>		31.03.2023
<ul style="list-style-type: none"> <li>Ongoing progress with the Mental Health Strategy.</li> <li>Comms team have been given a wellbeing comms timetable to ensure that regular communication can be accessed by all members of staff.</li> <li>Short courses are being offered to all employees on a variety of topics.</li> <li>New Management Induction will include necessary information on mental health and wellbeing with support on how to manage and support within that area.</li> <li>Financial wellbeing pages on the website have been created for advice and support.</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>		31.03.2023
MHC have been trained via free training with time to change wales and support /guidance is being released. Names will be published on website and support booklets are being distributed. Seeking more free training to increase champions in DCC.				
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>		31.03.2023
Not carried out.				
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>		31.01.2023
The New Management Induction includes a targeted training session several times of year, which includes Attendance management. Ad hoc training is also being carried out at present as and when required.				