

# Workforce Strategy

## The Denbighshire Way



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# Introduction

As a County Council we are an ambitious, flexible and agile organisation who place employees and communities at the forefront of our decision making. Within our Council we celebrate diversity and promote equality in everything we do and aim to improve the quality of life for everyone living, working and visiting Denbighshire.

Our employees are the most important asset to the Council and are fundamental to our success in delivering vital and important services to our communities. We aim to tackle and bring down the drivers of division by celebrating 'everybody' and ensuring no-one is left behind. We want to create a healthy culture through our values and principles, in an environment where employees are supported, feel valued, respected and motivated.

Our Workforce Strategy outlines how we will create this environment, support employees in the workplace and continue to attract and retain skilled and talented people to ensure that our Council is fit for the future.



Councillor Julie Matthews  
**Deputy Leader of the Council**



Catrin Roberts  
**Head of Corporate Support Services: People**



We're an  
**Age-friendly  
Employer**

# Our Values

The values that govern our One Council approach are as follows:



## Pride

We aim to create a sense of pride in working for our organisation. We should take pride in the work we do and what we achieve as an organisation.



## Unity

We all work for the same organisation. We as Councillors and staff should aim to reflect this in the way we behave and serve our communities. As our motto says "Unwn i wneud da" (We unite to do good), we work closely, co-operate willingly and support colleagues from across the organisation, regardless of the service or team in which they work.



## Respect

We aim to treat all people equally and with fairness, understanding that there are views and beliefs that differ from our own. We aim to involve and listen to our communities, showing consideration to their views and responding appropriately.



## Integrity

As Councillors and staff we aim to manage ourselves to maximise performance, act with high standard of conduct and present a positive image of Denbighshire. We aim to be realistic with our colleagues and citizens about our achievements and the challenges we face and to be open and honest in the information we provide.



# Our Principles

By integrating our five principles in everything that we do across the Council, we will create a 'One Council' culture of high performance and accountability, which together with our values, will enable the Council to work closer with its communities.

## Our Culture

Our culture is focused around our 4 key values: Pride, Unity, Respect and Integrity. Regardless of what department or service our people work in, we apply a 'One Council' approach to everything that we do, providing an environment that is respectful, professional and enjoyable for our employees.

## Our Communities

We will continue to be a Council that is closer to its communities that gives community confidence, encourages community leadership and develops community resilience through positive communication.

## Our Performance

As a Council we are realistic, open and honest about everything that we do, we remain ambitious in our key priority areas and most importantly, we are a Council that is accountable.

## Our Member / Officer relations

We value our close working relationships with our elected members and ensure those good relations filter through the Council, creating that environment of mutual respect and understanding.

## Our Staff

As a Council, we recognise that employees are our most valuable asset. Utilising the abilities, knowledge and experience of each individual that works for the Council, we can make a real difference to the people within our communities. The shared values are at the heart of everything we do and we want employees to feel part of something bigger.

# Strategic Aim: A well-run, high performing council

To be a Council that is fair, transparent, performs well, represents value for money, and gives consistently good customer service. The Council wants to be creative, brave, ambitious, outward-looking, and an excellent employer, backed by strong governance and assurance. The Welsh language will also be a living, thriving language within the Council.

The structure of this strategy is that it is organised around **6 commitments**:

## 1. Our Workforce

We are committed to putting people first and ensure that they are at the heart of everything we do.

## 2. Our Voice

Promoting Social Partnership to create an effective ongoing dialogue between Officers and Trade Unions, to engage, listen to and work in partnership.

## 3. Health, Safety & Wellbeing

Providing a safe, stable and sustainable working environment with wellbeing at the heart of everything we do.

## 4. Pay & Reward

Offer job satisfaction alongside a reward package that is beneficial to employees by connecting them to what they value.

## 5. Equality, Diversity & Inclusion

We will actively promote equality across our workforce and through our services in the community and ensure we reflect the communities we serve.

## 6. Welsh Language

Denbighshire's Welsh Language Strategy has the vision of ensuring that the Welsh Language is a thriving language that evolves within Denbighshire's communities, as well as within our organisation.

# 1. Our Workforce

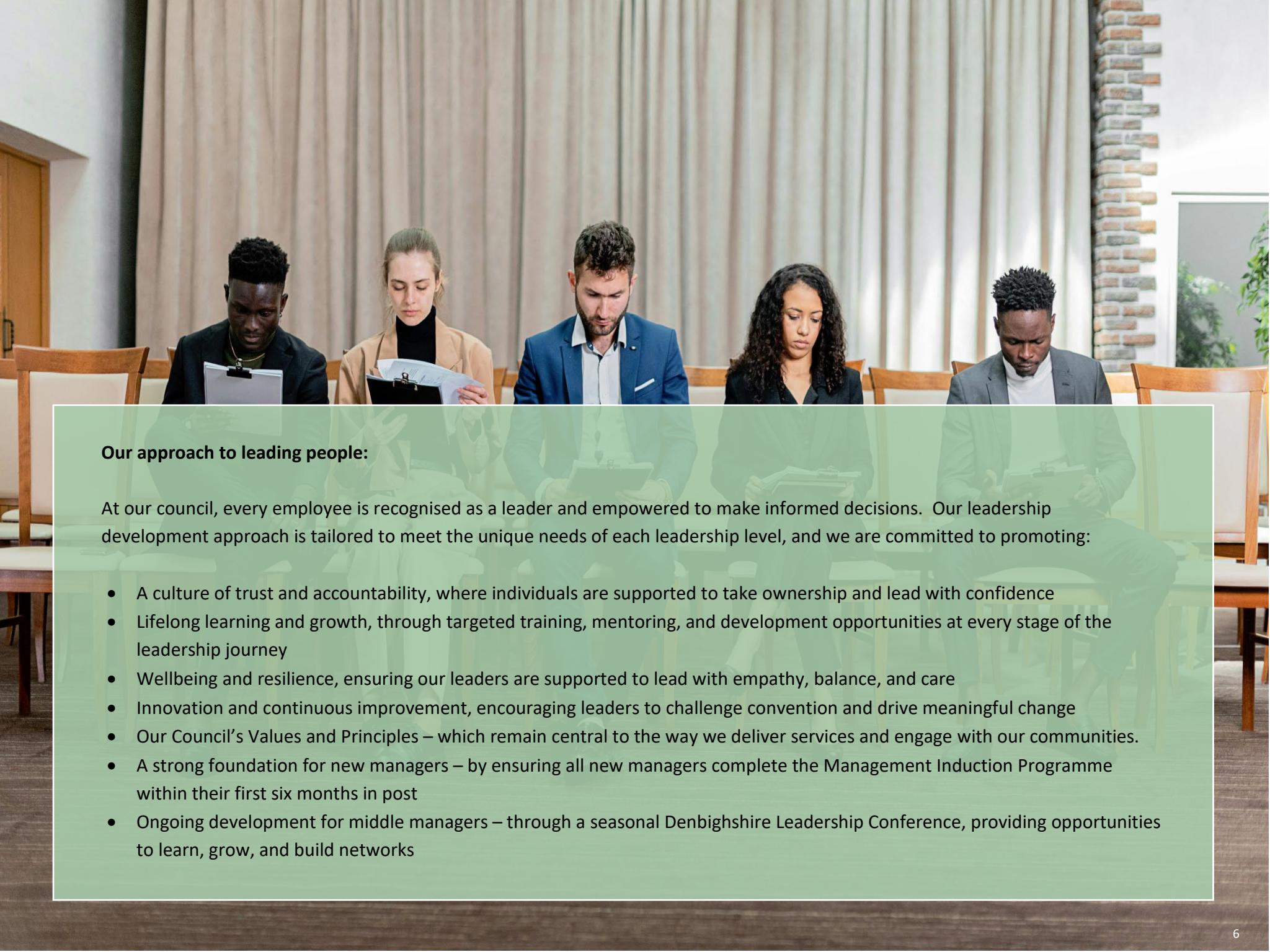
**Our aim:** We are committed to putting our employees first, ensuring they are at the heart of everything we do. We strive to unlock the potential of every individual working for Denbighshire County Council and to collectively support teams and service areas in delivering the best possible outcomes for the people of Denbighshire. As an ambitious Council, we are dedicated to empowering and enabling our employees to use their skills, knowledge, and creativity to help shape the future of the organisation. Together, we will build a culture where people thrive, feel valued, and are inspired to make a difference.

## Our approach:

Workforce development, leadership, talent management and succession planning are essential in addressing challenges in order to shape the workforce for future needs. The Workforce Strategy will enable improved performance management and people development by focusing on the following:

- Ensuring we have the processes in place to attract and retain high quality employees
- Promoting our core Values and Principles
- Completing an annual cycle of Workforce Planning to identify current and future workforce needs
- Develop employees to progress within the Council
- Developing career pathways and apprenticeships
- Ensure all employees receive one to one meetings with their line manager (both online and Face to face)
- We will be flexible, creative and offer learning opportunities and solutions
- Ensuring employees are treated fairly and supported throughout the course of their employment





### **Our approach to leading people:**

At our council, every employee is recognised as a leader and empowered to make informed decisions. Our leadership development approach is tailored to meet the unique needs of each leadership level, and we are committed to promoting:

- A culture of trust and accountability, where individuals are supported to take ownership and lead with confidence
- Lifelong learning and growth, through targeted training, mentoring, and development opportunities at every stage of the leadership journey
- Wellbeing and resilience, ensuring our leaders are supported to lead with empathy, balance, and care
- Innovation and continuous improvement, encouraging leaders to challenge convention and drive meaningful change
- Our Council's Values and Principles – which remain central to the way we deliver services and engage with our communities.
- A strong foundation for new managers – by ensuring all new managers complete the Management Induction Programme within their first six months in post
- Ongoing development for middle managers – through a seasonal Denbighshire Leadership Conference, providing opportunities to learn, grow, and build networks

## 2. Our Voice

**Our aim:** Promoting Social Partnership to create an effective ongoing dialogue between Officers and Trade Unions, to engage, listen to and work in partnership. We aim to create a culture of open communication and an environment where employees are encouraged to have informal discussions to enable them to have a voice and give feedback.

### Our approach:

- Promote Social Partnership – fostering ongoing, constructive dialogue between Officers and Trade Unions to engage, listen, and work collaboratively
- Ensure regular team meetings take place – providing face-to-face opportunities for teams to connect, share updates, and strengthen collaboration
- Support regular one-to-one meetings – enabling managers and employees to discuss progress, wellbeing, and development in a supportive environment, both online and face to face.
- Communicate clearly and consistently – sharing timely, inspiring updates about what's happening across the Council
- Listen actively to our workforce – using a variety of formal and informal methods to gather feedback and respond to employee views
- Conduct an annual staff survey – to understand employee experiences and identify areas for improvement
- Empower employees to shape services – through active participation in the Staff Council and other engagement forums
- Encourage open feedback – creating a culture where employees feel safe to speak up when something isn't right and confident that their voice matters



### 3. Health, Safety & Wellbeing

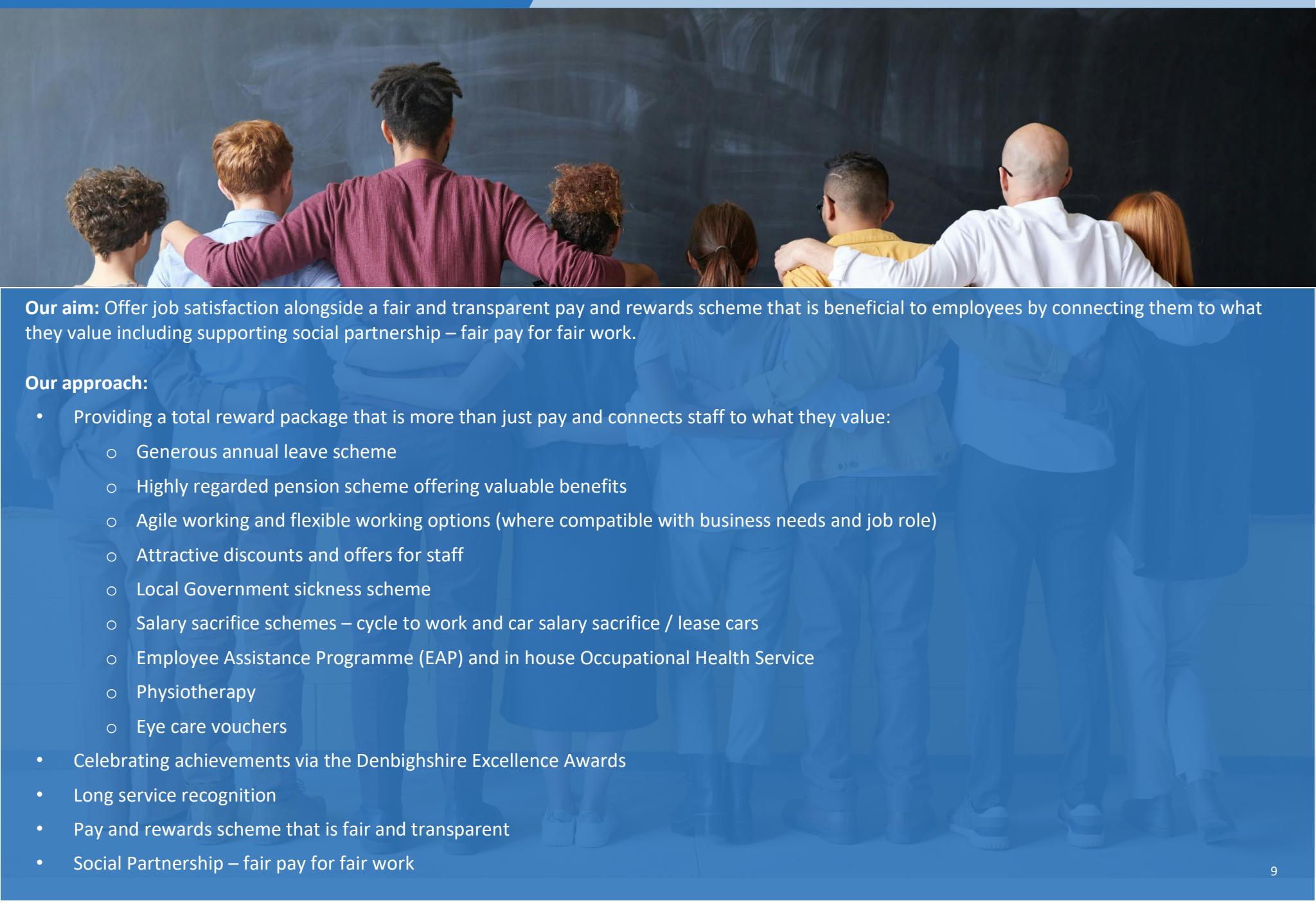


**Our aim:** Provide a safe, stable and sustainable working environment with wellbeing at the heart of everything we do.

#### Our approach:

- Foster a supportive culture – where employee wellbeing is prioritised and everyone feels valued and respected
- Empower our workforce – enabling individuals and teams to make informed decisions about what works best for them
- Maintain a strong health and safety culture – through a comprehensive programme that includes safe equipment, clear procedures, and regular training
- Ensure all managers complete mandatory health and safety training – to lead by example and uphold our commitment to a safe workplace
- Promote mental health awareness – by actively sharing our Mental Health Policy and supporting initiatives across the Council
- Encourage agile working – where possible, to support flexibility, work-life balance, and individual needs
- Highlight available support services – including the Employee Assistance Programme (EAP) and Occupational Health Service, ensuring employees know where to turn when they need additional help

## 4. Pay & Reward

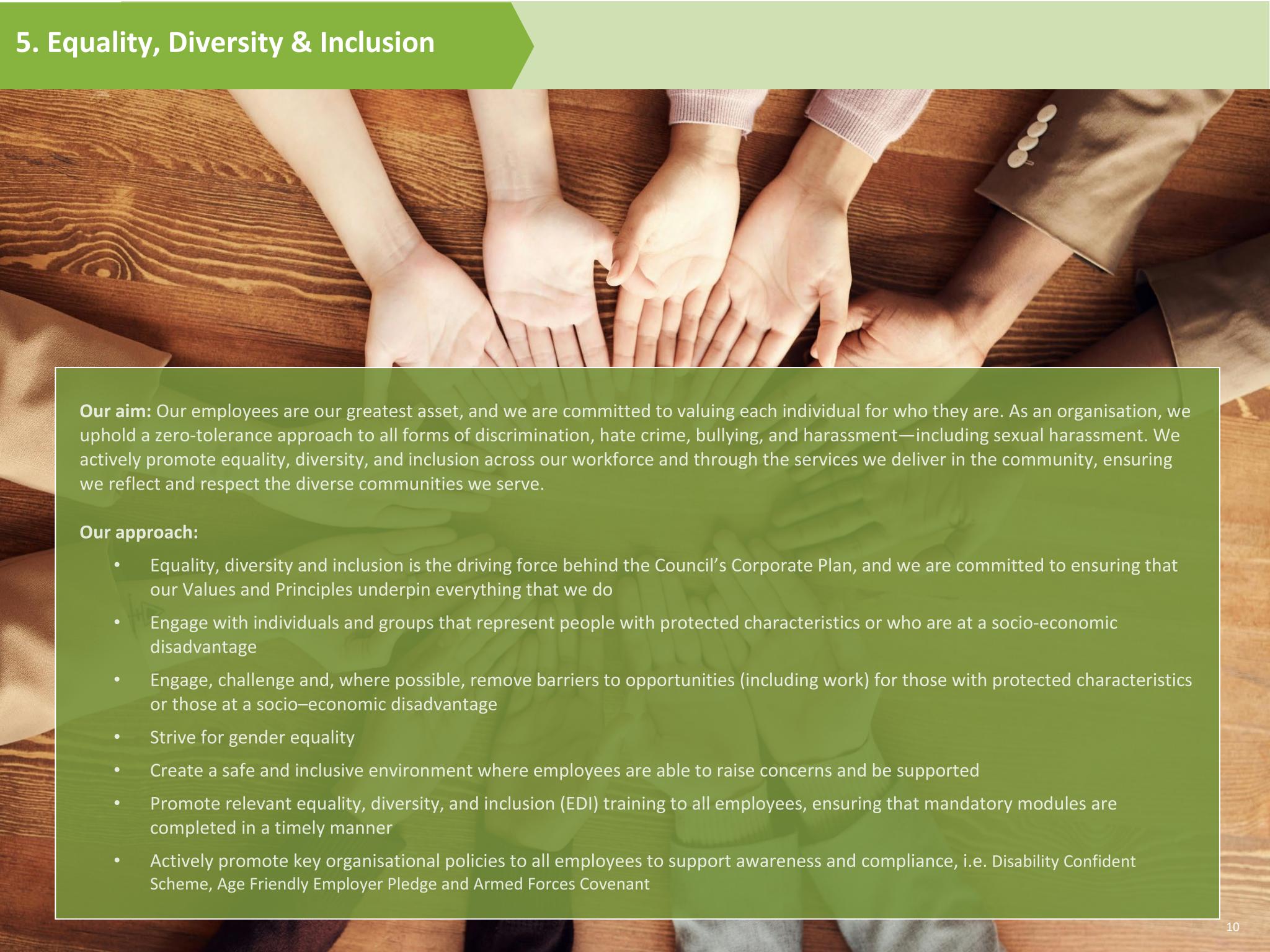


**Our aim:** Offer job satisfaction alongside a fair and transparent pay and rewards scheme that is beneficial to employees by connecting them to what they value including supporting social partnership – fair pay for fair work.

### Our approach:

- Providing a total reward package that is more than just pay and connects staff to what they value:
  - Generous annual leave scheme
  - Highly regarded pension scheme offering valuable benefits
  - Agile working and flexible working options (where compatible with business needs and job role)
  - Attractive discounts and offers for staff
  - Local Government sickness scheme
  - Salary sacrifice schemes – cycle to work and car salary sacrifice / lease cars
  - Employee Assistance Programme (EAP) and in house Occupational Health Service
  - Physiotherapy
  - Eye care vouchers
- Celebrating achievements via the Denbighshire Excellence Awards
- Long service recognition
- Pay and rewards scheme that is fair and transparent
- Social Partnership – fair pay for fair work

## 5. Equality, Diversity & Inclusion



**Our aim:** Our employees are our greatest asset, and we are committed to valuing each individual for who they are. As an organisation, we uphold a zero-tolerance approach to all forms of discrimination, hate crime, bullying, and harassment—including sexual harassment. We actively promote equality, diversity, and inclusion across our workforce and through the services we deliver in the community, ensuring we reflect and respect the diverse communities we serve.

### Our approach:

- Equality, diversity and inclusion is the driving force behind the Council's Corporate Plan, and we are committed to ensuring that our Values and Principles underpin everything that we do
- Engage with individuals and groups that represent people with protected characteristics or who are at a socio-economic disadvantage
- Engage, challenge and, where possible, remove barriers to opportunities (including work) for those with protected characteristics or those at a socio-economic disadvantage
- Strive for gender equality
- Create a safe and inclusive environment where employees are able to raise concerns and be supported
- Promote relevant equality, diversity, and inclusion (EDI) training to all employees, ensuring that mandatory modules are completed in a timely manner
- Actively promote key organisational policies to all employees to support awareness and compliance, i.e. Disability Confident Scheme, Age Friendly Employer Pledge and Armed Forces Covenant

## 6. Welsh Language



**Our aim:** Denbighshire's Welsh Language Strategy has the vision of ensuring that the Welsh Language is a thriving language that evolves within Denbighshire's communities, as well as within our organisation.

### Our approach:

The Council has outlined its commitment to the Welsh language in its strategy for 2023 to 2028, which seeks to:

- Increase the use of Welsh within Denbighshire communities, not least among children and young people by giving access to Welsh-medium education and community activities and promoting opportunities for social interaction in Welsh
- Recognise the importance of a prosperous economy to the future of the Welsh language, and the Council can offer strong leadership in terms of developing the Welsh language and promoting the area's unique culture and identity
- Enhance our bilingual culture and ethos as an organisation, giving staff the confidence to speak in Welsh
- Support and encourage the use of Welsh and casual speaking of Welsh
- Promote Welsh language courses
- Promote the use of casual Welsh in the workplace
- Ensure that our services are underpinned by the Welsh Language Standards, and that residents feel comfortable that they can access services naturally through the medium of Welsh

# Delivering our Workforce Strategy



We are committed to delivering everything that we have set out to do.

We want to continue in our journey in enhancing our culture and behaviours of the organisation. We will engage with employees in order to evolve our plans as we go, ensuring the six commitments have maximum impact.

We will monitor this strategy in line with our Corporate Plan and other key documents, ensuring the staff survey is carried out on an annual basis and individual one to one meetings are carried out frequently.

Our employees make Denbighshire thrive and together we will continue to make Denbighshire County Council one of the best performing Councils in North Wales.