

Annex B

Draft People & Culture Strategy Implementation Plan – Year 1 Implementation Plan (September 2025 – August 2026)

Legend – project status

	In progress
	Not started

Legend – owners

AC	Angela Claridge – Director of Governance
CJ	Charley Jarrett – Head of Talent & Development
CLT	Corporate Leadership Team
Comms	Communications Team
CR	Charlotte Rivers (Publica HR)
CS	Cheryl Sloan – Business Manager (Business Continuity, Governance & Risk) Publica
CT	Carmel Togher – HR Business Partner
DS	David Stanley -Deputy CEO & S151 Officer
EMT	CDC Extended Management Team (Directors & Heads of Service)
FW	Frank Wilson – interim Managing Director (Publica)
IC	Innovation Central Ltd (external Learning & Development Company)
JL	John Llewellyn – Business Manager (HR) Publica
JP	Jane Portman – Interim CEO
KB	Keren Bass – Interim Head of Finance (Publica)
MA	Matt Abbott – Head of Communications
Publica HR	HR Team (Publica)

Component - Organisation and Job Design

Ref	Aim	Action	Owners	Resource Required	Timescale	Priority	Outcome (what success looks like)	Target
1	Workforce Values - to shape and embed a great culture at CDC	a) Approve draft values: <ul style="list-style-type: none"> We put our communities first: their priorities are our priorities We are one team: working for our residents and businesses We are business focussed: ensuring efficiency, effectiveness and good value for money We are set up for success: to deliver against our corporate priorities 	AC/CT	No additional resources required	Cabinet approval 4.9.25	High	Consistent evidence of more positive than negative behaviours being demonstrated at work. Empowerment is the default people management approach (trust your staff and yourselves)	
1	Workforce Values - to shape and embed a great culture at CDC	b) Design, embed & implement "what good looks like, modelling behaviours" for workforce and to 'call out' behaviour that does not align with the values.	AC/CT/MA	Yes – Culture Club to contribute	Nov 2025	Med	As above	
1	Workforce Values - to shape and embed a great culture at CDC	c) CEO blogs to reinforce values. c) Include in regular 1:1s. Build values into team meetings and appraisals.	JP/EMT/Comms	No	Ongoing	Med	As above	

2	Ensure CDC's organisation structures are fit for purpose.	Revised organisation structure implemented 25.7.25. CLT to keep team structures under review.	CLT	No	Ongoing	Low	Capacity and capability to deliver BAU and preparatory work for local government reorganisation	Employee survey will test organisation's capacity/capability
3	Ensure clear communication on role expectations and career progression opportunities	a) Ensure job descriptions are up to date. b) Publicise training & development opportunities and encourage active participation.	Line managers	No	Ongoing	Med	All staff feel able to access council opportunities and communications	Increase in training & development take-up. Employee Survey indicates improved access

Component - Systems and Processes

Ref	Aim	Action	Owners	Resource Required	Timescale	Priority	Outcome (what success looks like)	Target
4	Ensure people policies and procedures are fit for purpose.	a) Refresh policies to support change arising from local government reorganisation, legal compliance and business need including: Agency Workers, Carers, Pay & Grading Principles, Pension Fund Discretions, Performance Improvement (Capability), Dogs at Work and others as legislation or business reasons dictate.	CT/AC	None Incorporate Culture Club to test/consult on policies (in addition to unions) prior to completion.	Ongoing to Mar 2026	Med	Policies providing guidance, ensuring legal compliance, and fostering a positive organisational culture.	Agreed policies.
		b) Undertake equality impact assessments as part	CT	None	As above	High		

		of review/development of new policies/procedures						
4	Ensure people policies and procedures are fit for purpose.	c) Publish and implement an agile working toolkit to support those manage the performance of agile/hybrid workers or in flexible team structures.	AC	None	Sep 2025	High	Management guidance, ensuring legal compliance, and fostering a positive organisational culture.	

Component - Selecting and Joining Us

Ref	Aim	Action	Owners	Resource Required	Timescale	Priority	Outcome (what success looks like)	Target
5	Prioritise a seamless and engaging onboarding journey for new colleagues so they feel valued	a) Develop a refreshed onboarding process. b) Reinforce importance of service specific local induction and probationary periods amongst managers.	CJ Hiring Managers	No	Dec 2025	Med	New appointees are "business ready" in terms of knowledge, skills and behaviours within recognised probationary period	
6	Consider introducing a mentorship or buddy system to support new employees	Launch Mentoring Programme	CJ	Mentors/ buddies/role models to be identified (within CDC)	Phase 1- Dec 2025	Med	All new employees supported during induction.	

Component - Performing and Developing with Us

Ref	Strategy Aim	Action	Owners	Resource Required	Timescale	Priority	Outcome (what success looks like)	Target
7	Ensure our performance	a) Ensure everyone will have at least one	Line managers	No	Dec 2025	High	Strong culture of performance	Increased rates of

	management framework supports all employees' professional development	opportunity each year to discuss their performance, objectives and ongoing professional development					management embedded across the organisation where good performance is recognised and celebrated, and poor performance is dealt with effectively	appraisal completion
7	Ensure our performance management framework supports all employees' professional development	b) Develop managers and equip them with the skills to have developmental conversations with their team during 1:1s and appraisals.	CJ	No	Dec 2025	Med	As above	As above
7	Ensure our performance management framework supports all employees' professional development	c) Ensure everyone has 1:1s with their line manager at least monthly to discuss performance, objectives and ongoing professional development	Line managers	No	Aug 2025	High	As above	
7	Ensure our performance management framework supports all employees' professional development	d) Deliver a 'fit for purpose' Workforce Development Programme which responds to skills and capacity shortages	CJ	No	Aug 2026	Med	Tailored workforce development plan meeting the needs of the business, is affordable and delivers sustained improvements in performance and behaviours	

Component - Being your Best with Us

Ref	Aim	Action	Owners	Resource Required	Timescale	Priority	Outcome (what success looks like)	Target
7	Encourage the formation of diverse networks like the Women's Network or LGBTQ+ to create safe spaces for connection and mutual support where we can foster a sense of belonging	Refresh Equality, Diversity & Inclusion Policy	JL/CT/AC	No	Jan 2026	Med	Improved diversity of workforce and address any bias staff and candidates have confidence in our processes	Cabinet approval

Component - Being Recognised by Us

Ref	Aim	Action	Owners	Resource Required	Timescale	Priority	Outcome (what success looks like)	Target
8	Promote the full range of current reward options to help colleagues maximise their benefits and feel valued	a) Promote existing employee benefits & EAP via staff webinar & portal feature.	CR (Publica HR)	Culture Club input into benefits that incentivise them	Webinar Sep 2025	Med	Reward and recognition activities will be embedded as part of organisational life.	Improved staff morale measured through staff survey
8	Promote the full range of current reward options to help colleagues	b) Undertake pay levelling, pay & grading assessment based upon market intelligence	CS	No additional resource	Nov 2025	Med	Staff recognition & retention.	

	maximise their benefits and feel valued.	including comparative pay, availability of key disciplines, national shortages and employee feedback.						
8	Promote the full range of current reward options to help colleagues maximise their benefits and feel valued	c) Develop a retention strategy.	CT/AC	No additional resource	Dec 2025	High	Staff recognition & retention.	Exit interview, turnover data.
9	Develop a recognition plan informed by colleague feedback and aligned with business goals	a. CDC staff recognition & "shout-outs" on the portal. b. Promote Quarterly Partnership Recognition Awards.	Publica HR Comms/EMT/	No additional resource required	Ongoing	Med	Staff feel recognised when their work is acknowledged	Improved staff morale measured through staff survey

Component - Leading and Progressing with Us

Ref	Aim	Action	Owners	Resource Required	Timescale	Priority	Outcome (what success looks like)	Target
10	Promote a Leadership Pathways Programme for managers.	a) Actively encourage participation in existing programmes (LGA/Solace).	CJ	No	Aug 2026	Med	Staff will see visible evidence of inclusive leadership by the behaviours and messages of our senior staff strong culture of performance	Staff survey results demonstrate staff feel change is managed effectively and feel

							management embedded across the organisation where good performance is recognised and celebrated, and poor performance is dealt with effectively	involved in decisions which impact on them
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Component - Connecting with us

Ref	Aim	Action	Owners	Resource Required	Timescale	Priority	Outcome (what success looks like)	Target
11	Delivery of a targeted communication and engagement strategy to keep everyone connected and informed	Strategy will undergo revision & updates as required.	MA	No	Ongoing	High	Staff survey results demonstrate staff feel change is managed effectively and feel involved in decisions which impact on them	Six weekly staff briefings. Improved staff communications measured through staff survey
12	Ensure colleague feedback is not just gathered but also acted upon to build trust and drive meaningful change	Deliver employee engagement "pulse" surveys to collect detailed feedback around the staff experience and communication.	MA	No	Autumn 2025	Med	Create a continuous loop of information that drives improvement for the current /future workforce	