

WORKFORCE STRATEGY UPDATE

To: **Audit & Accounts Committee**

Date: **Tuesday 12th July 2016**

From: **Martin Cox, LGSS Head of People**

Electoral Division(s): **All**

Purpose: An update on the plan to develop a new Workforce Plan and Strategy.

Recommendation: The Committee notes the update and is consulted when a draft formal strategy is developed.

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1. Background

- 1.1 Members have previously been briefed that the Council is in the process of changing how it communicates its priorities for supporting and developing employees to deliver the services our customers need.

2. Workforce Strategy

- 2.1 Since previous updates on progress, SMT have been continuing to work on developing the new Operating Model and transformation agenda for the Council. It is critical that this strategic direction is clear before a meaningful workforce strategy can be agreed.
- 2.2 Understanding the direction will enable us to determine the skills needed by our workforce for the future, and plan how best to achieve this.
- 2.3 Previously, the Committee were informed that there was planned a GPC workshop to engage on the future direction of the Council and its workforce implications. This included discussion on the Corporate Capacity Review Project and planning for a workforce strategy.
- 2.4 The slides below outline the focus as we look to develop employee engagement for the transformational programme ahead and the key themes we need to concentrate on to achieve this.

2.5



- 2.6 The actions suggested in the second slide were positively received by GPC. SMT have since agreed to an employee engagement survey for September/October 2016.

Employee Engagement Priorities

1. **Employee Engagement Framework** - directly involve and champion change from each service.
2. **Develop a new set of behaviours** - to support change including a “can do” approach.
3. **Open ideas forum** - to encourage engagement with change.
4. **Re-brand our strategic priorities and behaviours** - create a communications campaign to modernise how information is given to employees.
5. **Employee Survey** - to baseline employee motivation and engagement at the start of the transformation programme.

- 2.7 The clarity on the Council's future direction, its transformation agenda and the outcomes from the employee engagement priorities will form the key elements of a Workforce Plan and Strategy in Q3 of this financial year.
- 2.7 The Committee have been previously made aware of the employee initiatives to improve workforce motivation and address key issues including a revised Performance Appraisal approach, a new recognition scheme, a new benefits scheme and the Recruitment and Retention actions for social care services.

In addition in June, the Chief Executive promoted a range of communications to start to open the agenda on employee engagement, communicating the importance of employees in the future transformation programme. An extract from Camweb is below to give the Committee an outline of the engagement at <http://camweb/ICan>.

I can, You can, We can.....transformation is everyone's business!



- That's why we are asking the experts – YOU – to be at the heart of our transformation. We want your ideas on what we can do better, how we can change and what creative solutions you think would work to meet the challenges we face today and over the coming years.
- To help with this we are designing a way to capture and develop your ideas. We want you to suggest solutions, we want staff to have their say and we want to support this by being better at using the latest data to tackle problems both big and small. This means the best ideas will flourish and the most promising innovations turned into reality – benefiting the whole of Cambridgeshire.

2.8 A further update with employee engagement outcomes and a strategy for consultation should be available in October.

<u>Source Documents</u>	<u>Location</u>
Report to and minutes of Audit and Accounts Committee 15 March 2016	https://cmis.cambridgeshire.gov.uk/ccclive/Meetings/tabid/70/ctl/ViewMeetingPublic/mid/397/Meeting/17/Committee/9/Default.aspx