

Our People Strategy 2017 - 2021

*We **CAN** do more
when we work together*



Our Employee Charter:

As a valued Cambridgeshire County Council employee, you will:

- ✓ *Understand our vision and values and how your role links to these.*
- ✓ *Be able to give your views and benefit from regular team meetings, 1:1 meetings with your line manager and an annual appraisal.*
- ✓ *Know who your leadership and management team are.*
- ✓ *Feel recognised and rewarded for your contribution.*
- ✓ *Be supported through change and with new ways of working.*
- ✓ *Encourage innovation in the way that you work.*
- ✓ *Have the right tools and technology to carry out your role.*
- ✓ *Be offered adequate development and training to ensure that you are skilled to use it.*
- ✓ *Be empowered to make appropriate decisions and encouraged to do so.*

Introduction and Strategic Context:

Our Business Plan sets out how we intend to achieve our vision and ambition for the people of Cambridgeshire in the face of increasingly challenging conditions.

The responsibility to set balanced budgets at a time of continuing austerity measures, whilst meeting the demands of the growing and more diverse population, drive the need for a close alignment and clear direction of all Council's resources more than ever before.

It is our People who will play a major part in making our vision and ambition a reality and overcoming the difficulties that we face.

With over xx% of our total budget being spent on employees, it is essential that we have the workforce of the right size and flexibility, with the right skills and behaviours, undertaking the right roles and with the right level of autonomy and decision-making.

This People Strategy defines the Council's ambition for its optimum workforce. The Strategy outlines how we aim to **resource**, attract, deploy, **develop** and retain our workforce to ensure that we can deliver our current and future business objectives and to remain flexible enough to deal with the levels of austerity and change which have become a norm within local government. During this challenging time it is vital that our workforce feels **engaged** and supported and that we prioritise employee **well-being** and resilient to change. The Strategy builds upon the work already undertaken Corporately and within Directorates to eliminate inefficiencies, reduce overheads, review our delivery models and redesign our service provision.

To maximise the use of all its resources the Council has committed to a 'One Council' approach with a totally unrestricted open and collaborative culture.

We have been working closely with other public sector partners, managing and developing a greater mix of private and voluntary sector providers, empowering citizens to utilize their strengths and assets, and capitalising on digital and mobile technology. These developments represent a significant shift in the primary function of the Council, and we have identified that we need to reduce the dependency on our services and work with our partners to build independence within the community, helping our citizens and service users to find community based solutions.

We will consider the best way to deliver our services and this may mean that they are not delivered by us – they will be delivered by the people based placed to deliver them for the community. This means embracing new ways of working, adopting new mind sets and developing new skills and behaviours whilst taking an outcomes based approach to everything we do. We will **design structures** and solutions with the customer at the forefront of the design, working from the outside in.

We need to empower our wider workforce, embrace technology and innovation and create an organisational culture that supports and drives this transformation. This will position Cambridgeshire as a 21st Century Council for the sustainable and thriving future. Our People Strategy and the accompanying Action Plan will outline the way in which the Council will achieve its transformation through People by focusing on the six main themes of:

- Resourcing
- Skills and Behaviours
- Engagement

- Wellbeing
- Organisational Design
- Reward and Recognition

Our People:

Few employers can boast the breadth and variety of roles we enjoy at the Cambridgeshire County Council. With over 5500 employees, we are one of the biggest employers in the County, with a diverse workforce to be proud of.



- 4 in 5 of our employees are female
- 3 in 5 employees work part time
- Our average length of service is 7 years
- 6.12% of our workforce have disclosed they are minority ethnic
- 3.17% of our workforce consider themselves to have a disability
- Annual sickness absence is x days per employee
- Our annual turnover is 10.7%
- 53% of our voluntary leavers had only two years or less service
- Our average age is 45, and for new starters is 38
- Over 11% of our workforce are aged 60+, with the average retirement age of 62
- Only 4% of our employees are aged 24 and under
- Our average salary for a non-managerial employee is £x

(NB: figures will be updated in June when the 2016/17 year end data is available)

Our rolling annual turnover of 10.7% is only slightly lower than the public sector averages, whilst over half of new recruits leave the Council in the first two years of their service.

We have some business critical gaps and areas that we need to focus on: there are national recruitment and retention shortages in roles such as qualified Social Workers, Care Workers, Planners and Clinicians. Locally, we compete with private companies for generalist business roles including Business Support.

Within the context of these challenges and very low levels of unemployment within the County, the ability to recruit and retain our people remains a critical business issue.

We are a mature workforce therefore building a pipeline of new talent and planning for succession is key. We also need to consider re-energising career development for employees in mid and later stages of their working lives.

The additional complexity of our geographical spread across the County means that we need to ensure that we have the skills and tools to be able to lead, manage and work within flexible teams

The majority of our people live within Cambridgeshire so may be customers and services users as well as employees. This gives us a sense of increased ownership and responsibility for affecting the changes which span beyond the traditional boundaries of work, into the way of living within our families and communities.

We are one of the best performing local authorities in the country which is largely due to having a competent and experienced workforce with strong sense of, and commitment to, the public sector service.

We have adapted well to new ways of working in recent years, and current partnerships demonstrate how we work collaboratively with partners to share best practice and expertise. Technology developments mean more opportunity for flexible and new ways of working, and the expectations an employee has on their employer are changing.

We have already been through a significant amount of change and remained focused, positive and strong. With a Council-wide Transformation Programme underway we need to continue building our capacity and resilience.

Our People Vision:

Our vision is to have a **21st Century Public Sector Workforce**,

who are:

- Committed to the vision of the Council
- Making a positive change to our communities
- Living and role modelling our values and behaviours
- Working across and beyond organisational boundaries

who have:

- Partnership and collaborative approach
- Ability to build networks and relationships
- Strong facilitation and communication skills
- Commercial acumen, customer service and business focus
- Commissioning, procurement, contract management skills
- Technological expertise, creativity and innovation

who are:

- Adaptable, flexible and resilient
- Proactive and forward thinking
- Solutions and outcomes focused
- Clear about their responsibility and accountability

and leaders who are:

- Setting clear direction and expectations
- Motivating their teams to deliver excellent services
- Role modelling our values and behaviours and
- Leading the system in different ways

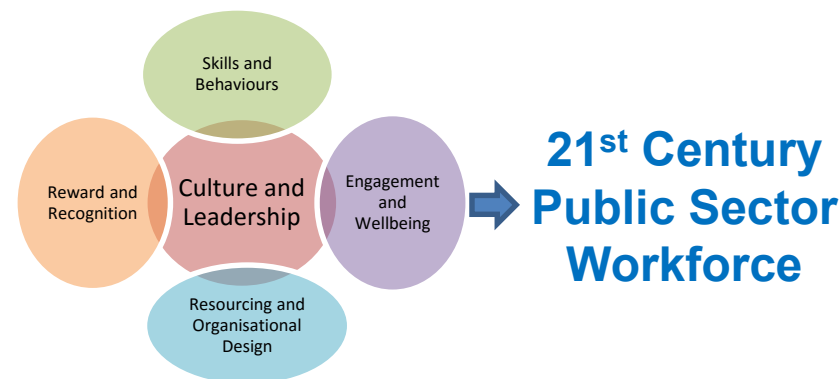
*'We **CAN** do more when we work together'*

Our People Strategy:

The way in which we join up our people to deliver our strategic priorities is outlined in this People Strategy. Through aligning workforce plans and development programmes with the wider business and providing a co-ordinated approach to people management and development led from the top of the organisation, this Strategy and the accompanying Action Plan will enable us to:

- Improve the prioritisation of people investment to ensure that we have the right people with the right skills in the right place
- Develop strong and visionary leadership at all levels to lead culture change and service transformation.
- Build and sustain a high-performing, talented, engaged and resilient workforce
- Address recruitment and retention challenges ensuring we have adequate capacity within our services
- Be an 'employer of choice' to our potential and current employees, and build a compelling Employer Brand

The diagram below sets out how these elements fit together:



Our People Strategy:

Resourcing

We will be innovative in our recruitment strategies and practices. We will carefully think about the roles and skills that we need, to ensure that we are recruiting the right people to the right roles.

We will work with schools, colleges and universities to build our talent pipeline for the future. We will utilise the apprenticeship levy funds to target hard to recruit entry level roles.

We will actively promote the benefits of working for the Council to successfully compete in the local and national labour markets. We will ensure that our recruitment systems are user-friendly, and our processes are swift and without undue barriers.

We will think creatively about how to deploy our workforce in the right way. Our streamlined internal recruitment processes will allow employees to easily move roles across the Council, and for skilled and experienced employees to be moved across teams and Directorates as demand and priorities change.

We will consider the opportunities that multidisciplinary and integrated working may offer for the deployment of our staff beyond organisational boundaries.

Reward and employee development will link seamlessly with recruitment processes ensuring flexibility to attract the right people, and making Cambridgeshire County Council a place people want to work.

Skills and Behaviours

We will significantly change the way that our workforce designs and delivers solutions to our communities. We will develop our employees to become facilitators, helping communities to find solutions that best fit their needs.

We will boost the skills and confidence of our employees so that they focus on outcomes, not process, think about available resources and are conscious of the budget. Our employees will be digitally competent and literate, using the most effective form of digital technology appropriate for their job role.

Professional, technical and vocational skills will be strengthened with clear career pathways. We will think long term about employee development, looking at growing our own talent through graduate development schemes, apprenticeships at a wide range of levels across a wide range of roles.

We will develop managers who are credible of both managing operationally and thinking transformatively to lead people and systems in different ways. Our leaders will develop and motivate their teams, nurture solutions and innovative thinking to deliver excellent customer services.

We will strengthen our ability to change, developing personal and organisational resilience to the challenges and changes that we know are coming our way.

We will invest to save, acknowledging that the cheapest interventions may not be the most cost effective and ensuring best use of money with regard to all learning and development.

Our People Strategy:

Skills and Behaviours - continued

We will take a proactive approach to managing the performance of our own employees, ensuring that adequate induction, development and training takes place to allow employees to perform to their best, and improve the performance of those who are not. Through contracts and commissioned services, we will ensure that adequate training is offered to anyone delivering services for us.

We will take a 'one Council' view to development. We will know where our skills shortages are, where we have areas of expertise and we will work together to distribute and develop skills and knowledge. Our leaders will lead across the Council, working across Directorate boundaries to lead flexible and agile teams.

Engagement

Our workforce will be engaged, skilled and enjoy working for the Council. Employees will be engaged in our transformation agenda and we will look at ways of engaging and energising all segments and generations of our workforce. We will seek our employees views on their working experience and how things can be improved.

Senior managers across the Council will be visible and approachable. Managers will be committed to new ways of working and the culture of the Council provides a supportive environment where performance is managed and equality and diversity is welcomed enabling our employees to thrive, achieve and want to stay.

Wellbeing

We recognise the link between wellbeing and engagement and we take a proactive approach to keeping people at work. We value the wellbeing of our people and have a workplace that encourages our people to be physically and mentally well at work.

We care about the health and wellbeing of our employees and have an excellent programme of activities, available and accessible to all, to help promote wellbeing at work. Wellbeing champions help promote these activities across the Council and suggestions for additional activities are welcomed.

Organisational Design

We will review the structures and processes that we have to determine clear roles and responsibilities between us, partners and citizens. We will recognize that we may not be best placed to deliver all of our services, and by considering the 'right sourcing' options we will facilitate and commission services to be delivered by people best placed to deliver for the community.

We will align organisation structures to help us to demonstrate the value we place on our people and enable flexibility across directorates.

Reward and Recognition

We will continue to benchmark our pay and reward and keep our pay arrangements under review. We aim to provide competitive and flexible reward packages, within the current financial constraints, to reward our employees and attract new talent, and will ensure their transparency and fairness across our workforce.

At a time of continued budgetary reductions we will look at rewarding and recognising our people for their valuable contribution in ways other than monetary and maximise the value and accessibility of our non-financial benefits. We will appreciate our people for their hard work and celebrate our successes.

We will understand the differing motivations and needs of our employees as a means to reward, recognise and retain them, and we will promote the value of our rewards to our employee's. We will improve our employees perception of the value of their benefits.

Delivering Our People Strategy:

Our People Strategy will be owned by all of our people. As Cambridgeshire County Council employees we all have a responsibility to ensure that the strategy is embedded into the work that we do. The People Action Plan will be reviewed quarterly to monitor progress and to consider changes that internal initiatives or external factors may have on the actions.

The journey ahead is challenging, but by bringing our people together, we truly can work as 'One Council' to the benefit of citizens of Cambridgeshire and of our employees.



*'We **CAN** do more when we work together, and we **WILL**'*