

People Strategy 2023 - 2028

To: Strategy and Resources Committee

Meeting Date: 28 March 2023

From: Assistant Director, Human Resources (HR) Services

Electoral division(s): All

Key decision: No

Forward Plan ref: Not applicable

Outcome: The Committee is asked to consider the approach taken to the development of the People Strategy and to review and comment on the proposed strategy that will be presented to Full Council on 16th May 2023.

Recommendation: The Committee is asked to recommend the People Strategy for approval to Full Council.

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Member contacts:

Names: Councillors Lucy Nethsingha and Elise Meschini

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1. Background

- 1.1 The Council's Strategic Framework outlines an ambitious agenda for the authority for the next 5 years. Our People strategy sets out how we will align our workforce to achieve the 7 ambitions set in the Strategic Framework over the same period.
- 1.2 Cambridgeshire County Council's last People Strategy was for the period 2019 – 2021. Since the last strategy was developed, our communities, colleagues and the Council as an organisation have all undergone considerable change. Our communities want services delivered in different ways, and the expectations that employees have of their employers has changed.
- 1.3 This People Strategy builds on the work and achievements we have made through the term of the last People Strategy and takes learnings from this period to outline the people and workforce priorities and considerations for the next 5 years.
- 1.4 Once approved and launched, colleague workshop sessions will be held to develop the underpinning action plan that will accompany the People Strategy. This will include new actions as well as aligning the workforce implications of existing programmes, initiatives and projects. The action plan will have clear accountability and will be regularly reviewed by the Corporate Leadership Team (CLT).

2. Main Issues

- 2.1 A new People Strategy is needed for Cambridgeshire to plan how we will maximise our workforce capacity and capabilities to achieve the vision, ambitions, and outcomes for the residents of Cambridgeshire set out in the Council's Strategic Framework. The strategy will outline how we develop our workforce to be resilient and adaptable to change whilst taking opportunities to embrace the new ways of working that collaboration, system/partnership working, and service improvement will bring to us over the coming years.
- 2.2 A comprehensive workforce assessment process has been carried out across the Council and as part of this, current organisational priorities and challenges have been considered as well as external factors and influences. Views have been sought from existing programme and project boards to enable the validation of management information that has been considered. Colleague feedback has been sought from focus groups, interviews, workshop sessions and employee engagement surveys.
- 2.3 Through this engagement, colleagues have told us about the ways they want to work, the culture of the organisation they want to work for and the expectations that they have of us as an employer. This feedback has directly shaped this new People Strategy, and further engagement with our workforce will enable us to co-produce an accompanying action plan so our colleagues can influence the actions and priorities that will enable us to achieve our strategic ambitions.
- 2.4 This People Strategy is not a refresh of the old strategy; it is a completely new strategy for Cambridgeshire. However, it is not intended to be a standalone document with new or abstract themes. It sits within the Council's Strategic Framework and enables how we will align our workforce to best achieve the ambitions and priorities outlined in the framework.

- 2.5 Four new People Strategy themes enable us to focus our people and workforce related actions, placing our workforce at the heart of these themes. These themes are:
- Attracting you
 - Appreciating you
 - Supporting you, and
 - Developing you
- 2.6 Using more personal and inclusive language than traditional people strategies and describing the organisation once our ambitions have been achieved rather than listing aims or aspirations, will help our colleagues – both current and future, to visualise what it is like being part of Cambridgeshire County Council in 2028.
- 2.7 Once a final version of the People Strategy is approved by Full Council, the strategy document will be designed to mirror the style of the Council's Strategic Framework and ensure that it meets accessibility guidelines. An interactive version of the strategy is proposed for the Council's intranet, providing links and signposting to the action plan and programmes of work.

3. Alignment with corporate priorities

3.1 Environment and Sustainability

The following bullet point sets out details of implications identified by officers:

- The People Strategy aligns with the Council's Climate Change and Environment Strategy. Work has been undertaken to align the two strategies, with the People Strategy outlining how our workforce will contribute to the Council's environment ambitions and, similarly, the Council's Net Zero programme has a dedicated workforce workstream aligned to the People Strategy.

3.2 Health and Care

The following bullet point sets out details of implications identified by officers:

- It is expected that the People Strategy will help to enable the Council to achieve the ambition to reduce health inequalities in our communities. By considering a whole systems approach for our communities we will ensure that our workforce is competently working with agencies and partners to support and protect our residents. The Integrated Care System (ICS) workforce strategy has been considered in the development of the Council's strategy ensuring that our workforce related actions are joined up with all health and social care partners.

3.3 Places and Communities

The following bullet point sets out details of implications identified by officers:

- The outcomes of the people strategy will impact and benefit our communities and residents through the achievement of the ambitions set out in the Strategic

Framework. The strategy also aims to encourage empowerment across all levels of the workforce and encourages colleagues to work across and break down traditional organisational barriers to ensure that our communities receive the right support from the right people. This will help us to help our communities and residents live healthy, safe and independent lives.

3.4 Children and Young People

The following bullet point sets out details of implications identified by officers:

- The outcomes of the people strategy will impact and benefit our Children and Young People through the achievement of the ambitions set out in the Strategic Framework. Specifically, aligning the capability and capacity of our workforce will help us to achieve the ambition to ensure that Children and Young People have opportunities to thrive.

3.5 Transport

The following bullet point sets out details of implications identified by officers:

- The outcomes of the people strategy will enable us to build capability and capacity in our workforce to achieve the Council's ambition to ensure travel across the County is safer and more environmentally sustainable.

4. Significant Implications

4.1 Resource Implications

There are no significant implications within this category. All work proposed will be managed within approved budgets.

4.2 Procurement/Contractual/Council Contract Procedure Rules Implications

There are no significant implications within this category.

4.3 Statutory, Legal and Risk Implications

There are no significant implications within this category, the strategy will align to existing HR and legislative requirements.

4.4 Equality and Diversity Implications

The strategy will consider and champion equality, diversity and inclusion within our existing workforce. No direct or adverse equality implications are expected. A full Equality Impact Assessment will be carried out for all projects and programmes of work proposed.

4.5 Engagement and Communications Implications

Whilst colleague feedback has been sought to develop the strategy, considerable colleague engagement and communication will take place once the Strategy has been approved. The Communications team have been and will continue to be engaged to assist with internal communications.

4.6 Localism and Local Member Involvement

There are no significant implications within this category.

4.7 Public Health Implications
There are no significant implications within this category although Public Health colleagues have been consulted and input into the developing the strategy.

4.8 Environment and Climate Change Implications on Priority Areas
There are no significant implications within this category.

Have the resource implications been cleared by Finance? Yes
Name of Financial Officer: Tom Kelly

Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the Head of Procurement and Commercial? Yes
Name of Officer: Clare Ellis

Has the impact on statutory, legal and risk implications been cleared by the Council's Monitoring Officer or Pathfinder Legal? Yes
Name of Legal Officer: Linda Walker

Have the equality and diversity implications been cleared by your EqIA Super User? Yes
Name of Officer: Faye McCarthy

Have any engagement and communication implications been cleared by Communications? Yes
Name of Officer: Christine Birchall

Have any localism and Local Member involvement issues been cleared by your Service Contact? No
Name of Officer: Not applicable

Have any Public Health implications been cleared by Public Health? Yes
Name of Officer: Jyoti Atri

If a Key decision, have any Climate Change and Environment implications been cleared by the Climate Change Officer? Yes
Name of Officer: Emily Bolton

5. Source documents

5.1 Source documents: Our Cambridgeshire, Our Colleagues, Our Culture – Cambridgeshire County Council's new People Strategy.

5.2 Location: Attached in Appendix One