

**CAMBRIDGESHIRE COUNTY COUNCIL WORKFORCE STRATEGY**

*To:* **Audit and Accounts Committee**

*Date:* **30 May 2017**

*From:* **Alison Bretherton and Lynsey Fulcher, Workforce Planning and Strategy Team**

*Electoral division(s):* **All**

*Forward Plan ref:* **N/A** *Key decision:* **No**

*Purpose:* To provide Committee with a draft of the Workforce Strategy for comment.

*Recommendations:* The Committee is invited to comment upon the draft strategy.

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**1.0 PURPOSE**

- 1.1 The purpose of this report is to provide Members with a draft of the Cambridgeshire People Strategy for comment.

**2.0 BACKGROUND AND APPROACH**

- 2.1 The LGSS Workforce Planning and Strategy team attended the November 2016 Audit and Accounts Committee to provide an overview of the proposed process taking place to develop the new Cambridgeshire County Council workforce strategy. Following this

meeting, a comprehensive workforce assessment process was carried out across the Council and over 25 senior managers were spoken to about their current business priorities and challenges. Managers were asked about their workforce demand, supply, business critical roles as well as upcoming strategic projects and plans that may have people implications. Additional views were sought through management teams and existing programme and project boards. These meetings also enabled the validation of management information that had been analysed from the LGSS e-recruitment system, Oracle ERP and vacancy data. A workforce report was prepared summarising the Council's overall workforce challenges and specific issues for each Executive Directorate.

- 2.2 After extensive consultation and feedback on the workforce report, a People Strategy was developed. The People Strategy outlines the approach the Council will take to attract, deploy, develop and engage a workforce to deliver our current and future priorities. Cambridgeshire County Council's last People Strategy was for the period 2006 – 2010 and since this time, our Community, employees and Council have undergone considerable change. It is proposed that the new People Strategy will span the same timeframe as the current Medium Term Financial Strategy; 2017 – 2021.
- 2.3 The People Strategy will be accompanied by an action plan that will pull together all of the people implications of existing programmes, initiatives and projects that are being undertaken across Cambridgeshire. The action plan will have clear accountability and will be reviewed on a quarterly basis.

### **3.0 EMERGING THEMES AND IMPLICATIONS**

- 3.1 No additional cost is expected as a result of the launch of the new People Strategy. The work to drive forward the strategy and action plan will be business as usual for the HR services.
- 3.2 The impact on Cambridgeshire employees is two-fold. Significant work will be needed to implement the actions outlined in the Strategy, however it is expected that the

responsibility for the majority of these actions will be assigned to existing project groups and work-streams. Secondly, the existing and future workforce of Cambridgeshire will benefit from the outcomes of the Strategy as the Council becomes a more resilient, engaged and people focused organisation.

### **4.0 GOVERNANCE**

- 4.1 The people strategy action plan will contain specific actions and measurable outcomes. The action plan will be reviewed and managed through a quarterly governance meeting led by the LGSS HR Directorate. The action plan primarily focuses on the first two years of the strategy, and will be updated and added to each quarter. The action plan is split into the six strategic themes as outlined in the Cambridgeshire County Council People Strategy:
  - Resourcing
  - Skills and Behaviours
  - Engagement

- Wellbeing
- Organisational Design
- Reward and Recognition

## 5.0 SUMMARY

- 5.1 The People Strategy is being shared with Executive Management Teams and SMT before being presented to GPC in June and Full Council in July.
- 5.2 The Audit and Accounts Committee is invited to review and comment on the draft people strategy.

### Appendices

1. Proposed People Strategy

Source Documents	Location
	Cambridgeshire County Council Shire Hall, Cambridge