



People Strategy Action Plan 2023 - 2028

November 2024 update

Presented by Anna Syson, Head of Workforce Policy and Wellbeing

People Strategy and Action Plan



Enabling strategy for the delivery of our Vision and Ambitions [Our People Strategy \(sharepoint.com\)](#)

Sets out our workforce strategy around 5 themes:

- Attracting you
- Appreciating you
- Supporting you
- Developing you
- Including you – links here to the workforce elements of our [EDI Strategy](#)

Supporting action plan created following extensive engagement across internal stakeholders including IDEAL network and Trade Unions

[Action plan](#) approved by CLT in June 2024 and supported by Strategy, Resources and Performance Committee in July 2024

Governance is via the Council's Corporate Change Board, with updates to Staffing and Appeals Committee biannually now agreed.

Update Overview



Actions	Number of actions	Completed	On track	Not on track	Not started
Attracting You	18	0%	44.5%	27.8%	27.7%
Appreciating You	7	0%	71%	0%	29%
Supporting You	13	0%	54%	8%	38%
Developing You	11	0%	36%	0%	64%

This is calculated by considering the timelines for each action, the deadlines that have been given and the updates provided from each owner. The ones listed as ‘Not started’ are yet to begin due to their future timescales.

Attracting you: Highlights



Apprenticeships

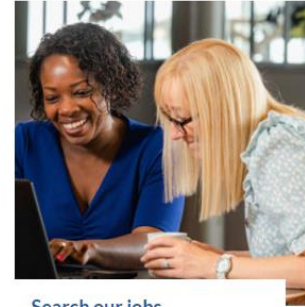
- Application rates for our apprenticeships campaign are high and we are finding new ways to encourage recruiting managers to consider offer apprenticeships options
- Form an important part of our route into social work and Adults' Social Worker apprentices have started this autumn

Wellbeing in the candidate experience

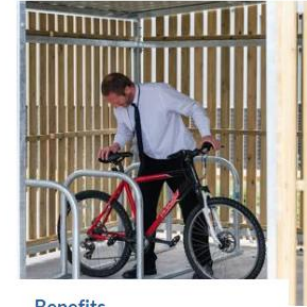
- Good awareness among our new starters of our wellbeing interventions, supported by increased promotion of our offer to candidates
- We have incorporated Our Values in our recruitment so candidates know what they can expect of us as an employer

Our use of data

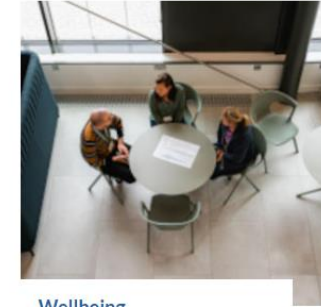
- We have developed our KPIs to enable more effective benchmarking and launched live dashboards for use by HR colleagues in advising and partnering with directorate management teams



Search our jobs



Benefits



Wellbeing



Learning and development



Equality and diversity



Apprenticeships (SEND Information Hub)

Appreciating you: Highlights



Our care values



Engagement, recognition and wellbeing

- We launched our new Care Values, showcasing real examples of our values in action, via a dedicated Camweb page, Cambridgeshire Conversations and the Spotlight Awards. Wellbeing blogs make clear links with our vision and values.
- Our leadership team role model ways of working that promote wellbeing; talking about how they manage their time and wellbeing in spaces such as CLT Question Time, as well as in their approach to meeting scheduling.
- We have launched Wellbeing Conversations for Managers learning in two formats, equipping managers with the knowledge and skills they need to have effective wellbeing conversations and to understand the resources and support available to them in supporting their own wellbeing. Our October Wellbeing Hour focused on support for health at work.

Employee benefits

- As we undertake procurement for our employee benefits, we continue to manage our existing contracts to understand the impact they have and use those insights to focus our promotional activity, as well as making links with other themes and initiatives to present a rounded picture of Cambridgeshire as a great place to work.

Supporting you: Highlights



Our buildings

- Our Accommodation Improvement Programme is underway, with a timeline for consultation communicated and a network of Team Champions launched.
- Emergency period products rollout has continued, taking the full number of work locations holding stock to 43.

Learning to support ourselves and others

- Our Schwartz Rounds intervention is approaching its one year mark, with colleagues valuing the opportunity to come together and reflect on the emotional impact of work.
- The Managers Hub, Manager Essentials and Confident Manager are well used/ attended with additional sessions being provided to meet demand.
- We have been shortlisted for an LGC Workforce Award in relation to our wellbeing offer
- We are actively participating in and promoting research that furthers knowledge and understanding of health and wellbeing at work.



Confidential group sessions to discuss the emotional aspects of your work

Supporting you: Highlights



Developing understanding and raising awareness

- We promote awareness and understanding of topics and resources through our Wellbeing Hub, Wellbeing Hours, blogs, and newsletters.
- We listen to colleagues via a variety of routes to understand their experiences and use this to develop and focus interventions. All Tier 1 areas have now undertaken listening sessions and CLT has agreed recommendations for next steps.

Using data

- We actively monitor and analyse absence data, and take up of key wellbeing interventions, using a range of quantitative and qualitative data to better understand experiences at work and to target interventions.
- Health & Safety information and statistics are provided to CLT monthly via the Health and Safety Dashboard and this will now incorporate Property Compliance measures to provide rounded picture.
- Our Respect At Work Disclosure App has been developed and launched to provide another source of data on colleague experiences.



Developing You: Highlights



- The 'Think Ahead' programme is a fast-track graduate programme to help qualify as a social worker in Mental Health. We had 309 applications for 20 Adult Social Work Apprentices, due to start in January 2025 and complete the course in Summer 2025.
- Consulted with range of groups over the summer and looked at the engagement survey feedback to identify potential gaps in our current learning offer, with a focus on skills for line managers.
- Evaluation group established and detailed scoping underway to analyse and demonstrate the effectiveness of our learning interventions through measuring the knowledge acquired and the application of learning post-intervention.

Risks/ barriers to consider



Attracting you:

- International recruitment is paused while we review the support that is needed to effectively and carefully bring people on board.

Supporting you:

- Funding for wellbeing activity and interventions will be considered in the round as part of the next financial planning cycle to ensure that we allocate and focus resources to best effect.

Developing you:

- Opening of a new learning centre under the Accommodation Improvement Plan will now be delayed until 2026 so linked outcomes will need to be reviewed and reprioritised.