

INTERIM REPORT ON WORKFORCE STRATEGY

To: **Audit & Accounts Committee**
Date: **Tuesday 22nd September 2015**
From: **Martin Cox, LGSS Head of People**
Electoral Division(s): **All**

Purpose: An update on the plan to develop a Workforce Strategy for Cambridgeshire County Council.

Recommendation: The Committee notes the update and receives a future briefing on content of the Strategy once it has been finalised.

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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 and that SMT had taken a decision to consolidate its workforce priorities within the wider Business Plan, as it is a key element of the Council's strategic direction.

2. Workforce Strategy

- 2.1 Since the last update on progress, SMT have continued work on implementing the new Operating Model for the Council.
- 2.2 A number of Employee Focus Groups were held across the County to facilitate employee engagement and inform the Strategy and Action Plan. These focus groups posed questions to staff around the following areas:
- How well aware staff are of the Council's core purpose.
 - Whether people understand the link between personal contribution and the success of the Council.
 - How much staff are encouraged to seek ways of improving services to customers.
 - How well information is communicated within the Council.
 - Whether staff feel involved with changes happening in the Council.
 - How will the workforce of the future will need to be different.
 - Will our skill sets need to change and in what way.
- 2.3 10 sessions were held across the County and were open to people from across all of the services. A total of 120 people attended and there was a good cross section of roles, although representation from senior staff was limited, perhaps to be expected.
- 2.4 Some of the emerging themes shared with SMT from the focus groups were:
- It was very apparent that the scale of the challenge facing the organisation in 2020 is not consistently appreciated by staff at the front line.
 - More generic roles and more sharing of skills will be necessary in the future. Commercial and financial acumen will be even more important.
 - We need to break down barriers to working better across the Council.
 - Find a way to make it easier for people to know what skills and expertise exist in the organisation.

- Strong leadership is important throughout the management structure, not just at the top.
 - Tools and resources need to be put in place before initiatives are launched.
 - Information and communication generally will be key to rolling out the new Operating Model and to making sure people feel engaged and valued.
- 2.5 Management Teams were then engaged to review the feedback and resultant themes to flow through the strategy, which led to an early draft being circulated for review by SMT in July, and further more detailed discussions with management teams thereafter.
- 2.6 Further work is ongoing to take on board feedback and a further update will be presented to SMT in mid-September with a view to a launch of the strategy in the autumn.
- 2.7 The shape of the Workforce Strategy will be as set out in the contents list below:

CONTENTS	
1. Introduction	
2. Our current workforce	
3. Our Behaviours & Values	
4. Employee Engagement	
5. New Operating Model	
6. Directorate Plans	<ul style="list-style-type: none"> • Children’s, Families and Adults services • Environment, Transport & Economy • Customer Service & Transformation • Public Health
7. Developing our future workforce	
8. Smarter Working	
9. How will we know if this strategy is working	
10 The action plan	

Source Documents	Location
	Camweb