

## People Strategy Update - Action Plan

To: Strategy, Resources and Performance Committee

Meeting Date: 9 July 2024

From: Executive Director of Strategy and Partnerships

Electoral division(s): Not applicable

Key decision: No

Forward Plan ref: Not applicable

Executive Summary: To update Committee on the People Strategy, specifically:

- Engagement with internal colleagues and networks to create an action plan to support the Council's People Strategy.
- The action plan at Appendix 1.
- The contents of the action plan and the intention to provide regular updates on progress.

Recommendation: The Committee is recommended to note the contents of the action plan supporting the Council's People Strategy.

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# 1. Creating a greener, fairer, and more caring Cambridgeshire

- 1.1 The Council's People Strategy and the supporting action plan enable the achievement of all seven ambitions. A workforce that is appropriately attracted, supported, appreciated, developed, and included, is integral to the delivery of the Council's vision and ambitions for Cambridgeshire.

## 2. Background

- 2.1 The Council's People Strategy was approved by Full Council on 16th May 2023. It outlines how all colleagues will work together to achieve the ambitions of our Strategic Framework, describes the type of employer the Council wants to be in 2028, and sets out, through a series of commitments, a strategic approach to the attraction, retention, reward, development, and engagement, of an inclusive, diverse, valued, and supported workforce.
- 2.2 In this strategy, the Council committed that a supporting action plan would actively seek the insight, input, and thoughts from colleagues, including the IDEAL Network and our recognised trade unions, because we can only achieve our ambitions for the county if we work well together.
- 2.3 This paper details the engagement that has taken place to date to inform a meaningful action plan and sets out that plan, with the aim to ensure this is an effective means by which to deliver the vision of our council as an employer in 2028.
- 2.4 The delivery of this action plan is achievable through existing resources. The plan at this point is focused on the next 18 months, to the end of 2025. It is intended to evolve as activities are achieved and priorities emerge and are developed, with governance via the Council's Corporate Leadership Team and Corporate Change Board.

## 3. Design of action plan

- 3.1 Engagement to reach an action plan to deliver the People Strategy has taken place in multiple ways, engaging with a variety of internal stakeholders. This includes employee focus groups, employee networks, new starter and exit interviews, regular discussion with our recognised trade unions, and consideration of the outcomes of the 2023 IPSOS employee survey.
- 3.2 The length of time taken to get to this point has been influenced largely by the timing of the employee engagement survey in the autumn. It made sense to consider the outputs from that survey and the subsequent listening sessions that have been undertaken by each of the Executive Directors within their service areas before shaping the action plan.
- 3.3 Service planning within HR Services and more widely, including the development of both the Adults' and Children's Workforce Strategies, has ensured that the plan is realistic and delivers on the key requirements of the workforce in the next 12-18 months. This has resulted in a set of actions that deliver on the commitments made in the Strategy, reflect what we have heard from colleagues and trade unions, are rooted in best practice, and are deliverable in the next 12-18 months. The Council's Corporate Leadership Team approved this plan on 17th June 2024.

- 3.4 This plan is an evolving route by which the Council's strategic people aims are achieved by 2028, setting out first actions to be prioritised or started by the end of 2025. The approach recognises that priorities and workforce needs will, by their nature, require regular review, and as such engagement on these needs and priorities will continue during the life of the Strategy.
- 3.5 The action plan will be updated on a quarterly basis and further commitments will be added as emerging priorities are considered and agreed by the Council's Corporate Leadership Team in the future, with update briefings to Staffing and Appeals Committee biannually.

## 4. Conclusion and reasons for recommendations

- 4.1 Given extensive internal collaboration, and that Corporate Leadership Team has approved this plan as achievable within existing resource, it is recommended that the plan is noted and that Staffing and Appeals Committee review progress in March 2025 to seek assurance that the plan is on track.

## 5. Significant Implications

### 5.1 Finance Implications

There are no significant resources or financial implications arising from the proposals.

### 5.2 Legal Implications

There are no legal implications arising from the proposed recommendations in this report.

### 5.3 Risk Implications

This plan supports the workforce elements of the risk register, specifically (6.) The Council's human resources are not able to meet business need by ensuring we can deliver on our commitments to attract, support, develop and retain an appropriately skilled and qualified workforce. As such, there are no significant risks arising from the proposed recommendations in this report.

### 5.4 Equality and Diversity Implications

The People Strategy Action Plan supports and is supported by the Equality, Diversity and Inclusion Strategy Action Plan and those links are indicated clearly in the plan. Where specific actions are undertaken as part of this action plan, consideration will be given to whether an EqIA is appropriate in each case.

## 6. Source Documents

- 6.1 [Council - 16 May 2023](#)  
[Staffing and Appeals Committee - 7 November 2023](#)