

Our People Strategy

Cambridgeshire 2019 - 2021

Part One: Introduction

The future of work is a nationally debated topic, with changes predicted through the increase of automation, changing models for work and structures, and a change in the way and place that we all work.

We know for certain that **how** we work is changing and we need to ensure that the Council is able to respond to the different demands that our citizens will come to expect. Alongside this are changes needed to make sure that our workforce is involved and engaged and that we are all proud of our impact across Cambridgeshire.

Our corporate strategy and strategic framework sets out how we intend to achieve our vision and outcomes for the citizens of Cambridgeshire in the face of an increasingly challenging landscape. However, it is our employees who will play a major part in making our vision and outcomes a reality. Through a series of statements describing the expectations and experience for life as an employee of Cambridgeshire County Council in 2021, this people strategy outlines how our workforce – our people – will be aligned to the corporate strategy to achieve our priority outcomes.

Our ambitious programme of transformation puts community outcomes firmly at the centre of all that we do and starts a new phase of enterprise, investment and commercial growth. These involve new ways of working and require us all to develop new skills. Alongside this we need to make sure that we have a lean, flexible and efficient workforce that undertake the right roles with the right level of autonomy and decision-making.

This people strategy builds upon our corporate, equality, commercial and digital strategies to describe a whole systems approach to drive the management of our people. It outlines how we as a Council will change over the next three years, the impact this will have on our people and working experiences, and the transformation and opportunities our employees can expect from us.

This joined up approach is needed to resource, attract, deploy, develop and retain our workforce to ensure that we can deliver our current and future priority outcomes and to remain flexible enough to deal with the levels of change that have become a norm within local government.

Priority Outcomes 2019-2021

A good quality of life for everyone

Thriving places for people to live

The best start for Cambridgeshire's children

Priority Themes 2019 -2021

Embedding a demand management approach across the business

Developing a range of forward looking data and insight

Developing a place based model of practice across all services

Developing a workforce that works in the ways and places that matter to citizens

Developing strength and depth in our commercial activity

Involving citizens in the design and development of our services

Taking a system wide and long term view in everything that we do

Part Two: Our Future

Our people vision is:

To attract, develop and retain an agile and flexible workforce that develops creativity and commerciality, whilst working in the ways and places that matter to citizens.

Our ability to deliver this vision will depend on a number of internal and external factors:

- ⇒ How well we attract new people to work for us – how we compete in competitive local and national employment markets
- ⇒ Our capacity to implement change within the Council
- ⇒ How we support our employees to role model our behaviours
- ⇒ By 2020 there will be five generations in the workplace; how we understand the drivers, skills and abilities of all generations
- ⇒ How we can develop a flexible and adaptable workforce that allows us to reach citizens when and where they need us to.

Many of us will have a change in work base over the coming years as we move to a 'Hub and Spoke' model of operation in 2020.

It may be that we have fewer roles in the future as services start to be delivered by others, but a smaller workforce within the Council itself does not necessarily

mean fewer jobs. Roles will operate elsewhere within the public sector system and across our partners.

We will all be talking a much more outwardly facing approach to our work by 2021, and this will mean working closer with our partners, bringing both challenges and opportunities our way. Closer links with our District Councils and partners means that services will not always be delivered by us – they will be carried out by the people best placed to deliver them for the community.

We have already started to see the benefits that sharing resources and people can bring to our customers and communities. In addition to the long-running successful partnerships and shared services arrangements that already exist across the Council, we have recently started sharing a senior management structure with Peterborough City Council.

We will continue on our journey to work closely with Peterborough, exploring opportunities to share structures, policies, practices and resources. These exciting changes will inevitably lead us to embrace new ways of working, adopting new mind-sets and developing new skills and behaviours. We'll have the opportunity to work alongside different colleagues, learning from each other and helping to make a real difference within the two Councils.

Throughout this change, we will design structures and solutions that:

- ⇒ place citizens at the centre of all service activity, seeing our people drawing on their strengths and experience
- ⇒ bring new skills such as commercialism into a local government environment
- ⇒ promote self-management, allowing employees to adopt creative and flexible approaches to their work
- ⇒ remove organisational barriers, enabling our employees to easily work across partners and structures to best serve our citizens
- ⇒ encourage all of our workforce to embrace technology to ensure we are lean, flexible and able to adapt to change.

We need to respond to financial challenges by adopting a commercial stance to all that we do to generate revenue and savings where possible.

Our organisational culture needs to support and drive this transformation; throughout this challenging time it is vital that our people feel engaged and supported, and we prioritise employee well-being and resilience.

This people strategy, people deal and accompanying action plan will help us all to work closer with Members, partners and citizens to positively face the changes that lie ahead.

Part Three: Our People Strategy

The people strategy will help position Cambridgeshire as a 21st Century Council for a sustainable and thriving future. The strategy has been designed in conjunction with managers and employees across the Council and, alongside the accompanying people plan, the strategy focuses on five main themes outlining how we will achieve our transformation through our people.

The following statements, grouped into five themes describe Cambridgeshire County Council in 2021. They provide descriptions of actions that will have been taken and development opportunities that will have been offered. The aim is that they help us all to visualise how it will look and feel being an employee of Cambridgeshire County Council in 2021. The accompanying people strategy action plan will identify the work needed to take us from where we are in 2019, to the statements described below.

Theme 1: Skills, Development and Behaviours

Employees:

- ⇒ Our employees are facilitators and negotiators, focusing on outcomes to help our communities find solutions that best fit their needs.
- ⇒ All employees are digitally competent, and confident in using technology to promote and enhance agile and flexible working.
- ⇒ Employees at all levels of our Council are supported to make decisions that result in a positive impact for our citizens.
- ⇒ Creativity is encouraged, enabling us all to be entrepreneurs and maximise the use of available resources.
- ⇒ Increased automation as well as significant changes to the way in which we work means that we all work in different ways and have had to develop different skills. We are resilient and able to manage change effectively.
- ⇒ Learning and development initiatives encourage our employees to take responsibility for their own management, skilling them up to problem solve and manage their own time and work.

Managers:

- ⇒ Our managers are 'confident managers', adept at listening, applying emotional and personal responses to allow an adaptive style of management. We have improved the softer skills of our managers to complement our employment policies and practices.
- ⇒ Managers lead across the Council, working across Directorate boundaries to lead flexible and agile teams. All managers are empowered and supported to make decisions individually and are aware of their individual rather than collective responsibility in decision making.
- ⇒ We have developed negotiation skills across our managers, helping them to be confident in commercial decision making and encourage creativity and commerciality within their teams.

Talent Management:

- ⇒ We have clear career pathways that allow us to grow our own talent through graduate development schemes, apprentices and clear career pathways, taking a long term view of our professional, technical and vocational skills.
 - ⇒ Induction and development initiatives enable us to develop a workforce that works in the way and places that matter to citizens.
 - ⇒ We know where we have areas of expertise and we work together both internally and with partners to share and develop skills and knowledge.
 - ⇒ Our flexibility allows skilled and experienced employees to move across teams and partner organisations as demand and priorities change.
 - ⇒ The Cambridgeshire behaviours outline the relationship between the organisation and our employees – these are fully embedded across the Council.
 - ⇒ Recruitment, learning, training and development initiatives are aligned to our behaviours.
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Theme 2: Wellbeing

- ⇒ We recognise the link between wellbeing and engagement and we take a proactive approach to keeping people at work.
- ⇒ Employees take responsibility for their wellbeing, and as a Council we understand this means both physical and mental wellbeing.
- ⇒ An excellent programme of activities is available and accessible to all, promoting wellbeing at work, and in our home lives.
- ⇒ Wellbeing champions help promote activities across the Council and suggestions for additional wellbeing activities are sought.
- ⇒ We have a range of assistance and support available to help resolve any concerns our people may have.
- ⇒ Our 'Resect at Work' and 'Raising Workplace Concerns' policies are widely known, with employees knowing how to, and are not afraid to, raise concerns.
- ⇒ We work closely with our Public Health colleagues to ensure our managers are trained to proactively support their employees' wellbeing.
- ⇒ We understand that a work life balance often means work and home life blending, and encourage and support employees to manage this.
- ⇒ Supportive teams create peer challenge and support for employees.
- ⇒ Our County Councillors are mindful of employee wellbeing, and closer working relationships between Members and Officers means that Members play a role in supporting and advocating wellbeing.

Theme 3: Resourcing

- ⇒ We think carefully about the roles and skills that we need to deploy our workforce in the right way, recognising that we might not be best placed to deliver all of our services.
- ⇒ Our flexibility allows skilled and experienced employees to move across or rotate around teams as demand and priorities change. Managers adopt a demand management approach, to help them plan and forecast future staffing requirements.
- ⇒ We recruit the right people to the right roles using flexible and innovative recruitment practices.
- ⇒ We have excellent links with schools, colleges and universities as well as utilising our apprenticeship levy funds to build our talent pipeline for the future.
- ⇒ Through active promotion of our benefits we successfully compete in local and national labour markets.
- ⇒ Recruitment activity pays consideration to our gender pay gap action plan, and aims to positively help reduce our gender pay gap.
- ⇒ Our recruitment practices encourage us to share resources across partners and communities.
- ⇒ We design roles and structures that ensure decision making is made in the right place and our structures are not unnecessarily hierarchical.
- ⇒ Recruitment practices and adverts encourage part time and flexible working arrangements.
- ⇒ Roles are developed and recruited to in localities – empowering front line employees and ensuring that communities have access to the services they need.

Theme 4: Employee Engagement

- ⇒ Our workforce is engaged and enjoys working for the Council.
- ⇒ Employees are actively involved in our transformation agenda and the Cambs2020 programme, and we look at ways of engaging and energising all segments and generations of our workforce. This engagement helps to shape our new ways of working.
- ⇒ We seek our employees' views on their working experience, how things can be improved and we act upon this feedback.
- ⇒ Levels of employee engagement have increased and are evidenced through regular employee surveys.
- ⇒ The culture of the Council provides a supportive environment where performance is well managed.
- ⇒ A variety of communication channels means that reliance on email is reduced.
- ⇒ Our employees know when they can make decision, and when they need to refer or discuss issues with their manager, and they have formal and informal mechanisms for raising these issues.
- ⇒ Equality and diversity is welcomed enabling our employees to thrive, achieve and want to stay, and we have a workforce that is culturally competent and aware.
- ⇒ Employee communication is consistent, transparent and readily available through a number of channels within in all office locations, and our employees take responsibility for ensuring they are up to date with Council information.
- ⇒ Work has become a thing that we all do, and not a place that we go – meaning that we all feel engaged and involved, wherever we are working from.

Theme 5: Reward and Recognition

- ⇒ Pay and reward strategies are regularly reviewed.
- ⇒ Flexible reward packages allow us to remain competitive in local and national employment markets and to reward our employee's within financial constraints.
- ⇒ Our pay policies and pay scales are widely published and reviewed to ensure transparency and fairness of these across our workforce.
- ⇒ At a time of continued budgetary reductions we look at rewarding and recognising our people for their valuable contribution in ways other than monetary, and we maximise the value and accessibility of our non-financial benefits.
- ⇒ We appreciate our people for their hard work, we celebrate our successes, and we understand the differing motivations and needs of our people.
- ⇒ We promote the value of our rewards so our people understand the value of their benefits.
- ⇒ We review our gender pay gap regularly, and take active and fair steps to reduce the gap.
- ⇒ Managers and Members regularly contact employees to offer thanks and recognition for work done.
- ⇒ Our performance management scheme encourages a culture of recognition and praise.

Part Four: Our People Deal

Our people deal sets out an agreement between the organisation and our people.

	Our commitment to the people deal:	Your commitment to the people deal:
Skills, Development and Behaviours	We will provide you with the environment, training and tools to allow you to succeed and perform to your best, and you are clear about the values and behaviours expected of you.	You take responsibility for your own development and seek out opportunities to further your skills, knowledge and learning.
Wellbeing	We care about the health and wellbeing of our employees and actively provide opportunities for you to remain healthy and engaged at work.	You will take proactive steps to improve your overall health and wellbeing.
Resourcing	We will focus on resourcing a future-ready workforce so you find it easy to progress and move roles across the Council.	You actively engage with organisational initiatives, working across traditional team boundaries to develop the community and achieve our priorities.
Employee Engagement	We will provide you with opportunities to make comment, suggestions and influence decisions that affect us all as employees.	You recognise that the values and behaviours of the organisation are similar to your own and you are proud to demonstrate them as you deliver services to our citizens.
Reward and Recognition	We will recognise your impact and achievements, thank you for your hard work and celebrate your successes.	You will play your role in creating a supportive workplace environment where every person is encouraged to thrive.

Part Five: The People Strategy Action Plan

Our people strategy will be owned by all of our people. As Cambridgeshire County Council employees we all have a responsibility to ensure that the strategy is embedded into the work that we do. The people plan outlines the actions needed to shape us into the Council described in the themes above. The plan will be reviewed quarterly to monitor progress and to consider changes that internal initiatives or external factors may have on the actions.

The journey ahead is challenging, but by bringing our people together, we truly can work as one.