

People Strategy Action Plan

This action plan supports our People Strategy. [Human Resources - Our People Strategy.pdf - All Documents \(sharepoint.com\)](#) It was approved by Corporate Leadership Team in June 2024 and supported by Strategy, Resources and Performance Committee in July 2024.

Directorate Management Teams will be instrumental in encouraging and supporting the delivery of this plan.

A key element of our People Strategy is our commitment to inclusion. Where workforce actions already form part of our Equality, Diversity, and Inclusion (EDI) Strategy Action Plan, that will be referenced, and this document should be read in conjunction with that plan. [EDI strategy action plan CoSMIC final.docx \(sharepoint.com\)](#)

How have we listened to what colleagues need in creating this action plan?

There have been a number of listening opportunities that have informed the creation of this action plan. These include:

People Strategy Focus Groups – Summer of 2023

Colleagues were invited to register via Our Development to join a series of virtual focus groups to look at what they would like to see from a People Strategy Action plan, and to seek input on ideas on a refreshed set of values. 65 colleagues attended these.

IPSOS Employee Survey

This all-employee survey in September 2023 attracted a response rate of 54%, enabling the provider, IPSOS, to provide a greater than 95% confidence rating that the results were representative of within 1.3%.

Employee Survey Listening Sessions

Following the recommendations from the survey, we offered a range of listening sessions, focused specifically on key themes that emerged from the survey, inviting colleagues to share with us their thoughts and ideas on what they would like to see in response to the survey and to inform our People Strategy Action Plan. This included sessions on Cambridgeshire Conversations, each of which attracted between 300-400 colleagues, as well as in-person sessions around the county, and Directorate-specific virtual listening sessions, going into more depth the Tier 1 survey reports. The themes arising from these sessions have been considered in the production of this plan and more will be added as Directorate-specific action plans progress that require corporate input.

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Employee Survey Listening Form

To support the listening sessions, an online form, accessible to colleagues via a link and a QR code, and which could be completed on work or personal devices, was offered to seek written submissions. This was created at the suggestion of our union colleagues, who represented views from their members that not everyone might be able to attend a listening session, and that some people would prefer to give their views anonymously. This form was shared at Cambridgeshire Conversations, on Camweb, and on posters shared with our Building Custodians for display in employee bases.

Links with service-level workforce planning

Needs identified in service-level programmes, including the Children's Workforce Programme, and the Adults, Health, and Commissioning (AHC) Strategic Workforce Plan, have been considered and where those require corporate activity, the main elements have been included here. As these other service-level plans progress, this action plan will be reviewed and update to incorporate activities identified as requiring corporate support and input.

Accommodation Improvement Programme

Once the Accommodation Improvement Programme has been fully scoped and the scale and people requirements are clear, actions from that will be mapped against this plan and updates made accordingly.

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Attracting You

The Outcome

Your experience starts from the moment you are first interested in joining us, and from that point onwards, your employment journey is welcoming and engaging. Our inclusive, supportive, and safe working environment attracts and retains diverse people who want to come to work as part of our team.

Key metrics will include:

- Application and vacancy numbers
- Turnover figures
- Feedback from candidates and new starters

Relevant insights include:

- Data analysis of our workforce by protected characteristic and our local community, demonstrating we are attracting diverse people.
- Higher turnover and a need to fill vacancies and reduce reliance on agency workers in certain service areas, though we are within an overall benchmarked range.
- A changing labour market landscape in which increased flexibility of work location means increased competition for the best candidate.
- Effective workforce planning to meet projected increasing or changing need in services will require robust and efficient workforce data.

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Example:

Attracting you – 1

Commitment – 1.1

Action 1.1a

Our Commitment	Action required to achieve outcome	Success measures	Action owner(s)	Ownership required for delivery	Timescale	Linked People Strategy Themes
<p>1.1 We use inclusive and creative recruitment to attract people who are committed to our vision and values</p>	<p>1.1a - Fulfil commitments within the Equality, Diversity, and Inclusion (EDI) Strategy Action plan relating to attracting a diverse workforce (actions 1.1-1.5).</p>	<p>See EDI Action Plan</p>	<p>Equalities, Diversity & Inclusion Business Partner</p>	<p>See EDI Action Plan</p>	<p>June 2026</p>	<p>Including you Attracting you</p>
	<p>1.1b - Use our new Values proposition to showcase how we work in our communities, what is important to us and what people can expect of our culture and what it is like to work here. This will include promoting the values in our recruitment material, giving insight to our unique range of roles and activities, through creative methods, embedding in job descriptions, and including in our selection process.</p>	<p>Candidates have a clear insight into what we do for our communities, and how it feels to work at the Council, and are able to self-select accordingly. We are able to select candidates who are a good fit with our values and who will stay longer and be more engaged with our vision.</p> <p>Posts filled first time. Turnover figures are within range.</p>	<p>Head of HR & Recruitment <i>With support from the Communications Team</i></p>	<p>Directorate Management Teams</p>	<p><i>March 2025 based on launching values in July 2024</i></p>	<p>Attracting you Including you</p>

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		Feedback from candidates. Engagement measures – pride and advocacy				
	1.1c - We will work hard to increase the recruitment of permanent social workers across all our social care teams. 1.1d - We will create and promote to services several routes to attract and recruit qualified social workers including grow our own, direct recruitment, international recruitment and in partnership with third party recruitment company. 1.1e - We will also monitor our salaries in comparison to the region on a regular basis and review the pay model for social workers and above across both children’s and adults’ services.	Increase of direct appointments Reduction in agency workers Reduction in vacancy rates Healthy turnover stats Improved retention rates Positive feedback from new starters and all colleagues including through the Social Work Health check	Head of HR & Recruitment with leadership from Children, Education, and Families (CEF) and Adults, Health, and Commissioning (AHC) management teams.	Directorate Management Teams Finance Teams		
1.2 Our pay and rewards are competitive, and our benefits package is attractive, offering a range of retail, lifestyle and wellbeing related offers and discounts	1.2a - Review and re-tender our employee benefits contract to ensure we have good value for money and aiming to offer increased local discounts, which support our values.	Use of our employee benefits platform is optimised. Candidates and existing employees know what is available and provide positive feedback on this.	Head of Workforce Policy & Wellbeing		November 2024	Attracting you Appreciating you

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	1.2b - Use our improved benchmarking abilities to ensure that we have insight and analysis to effectively position the Council in the market. Using a range of tools to ensure we are an attractive employer.	Clear understanding and current data to measure and benchmark key and hard to fill roles.	Head of Workforce Policy & Wellbeing with support from: Head of HR & Recruitment Policy & Insights Team	Policy, Insights and Performance Service	March 2025	
1.3 Our commitment to wellbeing and the ways in which we actively support this are attractive to candidates in a competitive employment market, allowing us to differentiate ourselves through our focus on 'caring' and being a compassionate employer	1.3a - Highlight in all recruitment material and training the focus we place on wellbeing and what this means for candidates. 1.3b - Keep our wellbeing offer under regular review to ensure that we remain competitive and in line with our values. 1.3c - Seek feedback on candidate experience in relation to perceptions about wellbeing offer and experience during early employment. This will include our flexible working offer.	Feedback from colleagues in their early employment demonstrates that they are aware of our wellbeing offer and that it is a factor in their decision to join. Feedback from candidates indicates that they feel their wellbeing is supported effectively during first 6 months.	Head of HR & Recruitment Head of Workforce Policy and Wellbeing	Directorate Management Teams	March 2025	Attracting you Appreciating you
1.4 Our flexible approach to recruitment and our desire to help develop potential means we have increased our apprenticeship	1.4a - We will further develop our guidance to managers on how to offer apprenticeship opportunities in their recruitment campaigns and include this in recruitment training for managers.	Increased numbers of apprentices both externally and internally appointed.	Head of HR & Recruitment Head of Learning and Development		September 2024	Attracting you Developing you

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<p>opportunities as well as recruited people who are not only 'day one ready' but have also started in a role with development needs. We have proven our ability to support those on their development journey.</p>	<p>1.4b - We will ensure that advice around job design and job descriptions offer a degree of flexibility that balances the need to demonstrate sufficient competence, with the opportunity to develop within role, and so diversifies the candidate pool.</p>	<p>Employee Survey measure: I have sufficient opportunities to grow and develop in my role.</p> <p>Feedback from new starters indicates that they are being supported on their development in role</p>				
<p>1.5 We have clear and easy progression pathways, secondment opportunities and apprenticeships routes, opportunities for work experience and other supported placements, that are attractive both internally and externally</p>	<p>1.5a - We promote the roles and opportunities we have in the Council both internally and externally, enabling candidates in both spheres to see a route into a sustainable and rewarding career with us.</p> <p>1.5b - We will co-produce career pathways in specific target areas to create attractive opportunities that are well supported in services/roles where recruitment and retention are known challenges.</p> <p>1.5c - This will also include the creation and development of employment schemes and opportunities intended to close the gap and overcome barriers for groups who may find the workplace less accessible. This is covered in more depth in the EDI Strategy Action Plan.</p>	<p>Colleagues who join us through graduate and apprenticeship pathways, progress internally.</p> <p>Recruitment and turnover figures in these teams improve.</p> <p>Qualitative feedback from colleagues new in post refers to opportunities to develop.</p> <p>Engagement scores in relation to pride and advocacy and relating to development</p>	<p>Head of HR & Recruitment</p> <p>Head of Learning & Development</p>	<p>Directorate Management Teams</p> <p>Communications Team</p>	<p>Quarterly reporting to Corporate Leadership Team (CLT)</p>	

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	1.5d - Continue to monitor the diversity of our apprenticeships annually. Continue to publicise Apprenticeship opportunities. Showcase diverse profiles of completed apprenticeships (EDI Strategy Action Plan – action 2.3).	opportunities improve at next survey point. Improved diversity in our workforce measured in our demography data			September 2025	
1.6 We will strengthen our ability to use workforce data effectively to inform current and future workforce needs, increasing visibility and transparency of key employment metrics.	1.6a Standardise our workforce key performance indicators (KPIs) to ensure that they can be benchmarked against relevant sector comparators. 1.6b - Understand what standard indicators could be made available to managers via interactive dashboards to enhance understanding of workforce metrics locally and aid service planning.	Revised KPIs are agreed and in place for Strategy, Resources and Performance Committee Dashboards are used by HR Advisory Team in sharing key indicators and metrics with management teams. Management teams use this information	Head of Workforce Policy & Wellbeing	Policy, Insights and Performance Service	June 2024	

Appreciating You

The Outcome

Our culture of compassion and appreciation means that we really do all feel that we belong. We feel valued for the work that we do, the contribution that we make and the differences that we bring. People talk positively about working for Cambridgeshire and we are known to be a kind and compassionate employer.

Key metrics here will include:

- Engagement measures in our next employee survey (2025), specifically ‘Pride, advocacy, motivation, belonging’
- Feedback from candidates, new starters, and leavers

Our Commitment	Action required to achieve outcome	Success measures	Action owner(s)	Ownership required for delivery	Timescale	Linked People Strategy Themes
2.1 Our commitment to people feeling cared for by their employer and able to care for themselves will allow people to feel appreciated as	2.1a - Respond to what we have heard from our 2023 employee survey. This will include ensuring line managers are provided with the tools and learning needed to develop the skills and knowledge to effectively support wellbeing in their	Improvement in employee survey metrics: <i>I believe the council genuinely cares about my health and</i>	Extended Leadership Team (ELT) Head of Workforce Policy and Wellbeing		December 2025	Appreciating you Supporting you Developing you

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individuals and for what they need to be well.	teams; that colleagues feel supported to engage and manage their wellbeing at work, including having the time to do so; and ensuring our leaders role model ways of working that promote wellbeing.	<i>wellbeing (58% positive in 2023)</i> <i>I am supported to balance my work and my personal life in a way that works for me (69% positive 2023)</i>				
2.2 Our values and culture support an environment of appreciation, where colleagues regularly praise each other, feedback is well received and given and we all feel valued for the work that we do	2.2a - We communicate our new Values effectively to drive a culture of feedback, which promotes feelings of appreciation and aids meaningful development. This will include embedding our values so that colleagues are referring to them regularly in all aspects of work, discussing in Our Conversations, using them in recognition and celebration, and sharing in teams to better understand how we deliver better outcomes for our community when we live our values. There will also be some skills development work to support effective feedback, as part of our corporate learning offer.	Improvement in employee survey metrics: <i>I am often recognised when I do a good job (66% positive 2023)</i> <i>Answers to culture questions are more closely aligned to our new values.</i>	Communications Team/Extended Leadership Team Head of Workforce Policy & Wellbeing Head of Learning & Development		Launch of Values July 2024 Review of progress at next employee survey December 2025	
2.3 Our ways of working enable us all to balance work with life	2.3a - Respond to what we have heard from our 2023 employee survey and subsequent listening	Improved engagement survey metrics:	Extended Leadership Team		December 2025	Appreciating you Supporting you

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	<p>activity. This will include continuing to support flexibility in Our Ways of Working (including for remote working) as well as providing clarity and confidence from our leaders in ways to ensure time in the day is available for necessary rest, for example by protecting time without meetings in the middle of the day, and a practice of starting meetings 5 minutes after the hour to enable colleagues to have a comfort break.</p>	<p><i>I am supported to balance my work and my personal life in a way that works for me (69% positive 2023)</i></p> <p><i>Reduction in turnover</i></p> <p><i>Feedback from new starters and leavers</i></p>				
<p>2.4 We regularly celebrate our own successes and the successes of others</p>	<p>2.4a - We effectively promote the ways we already have to celebrate successes, including Employee Recognition Awards, Apprenticeship Awards, appropriate use of our Pay Policy, and our Spotlight Awards, as well as encouraging informal celebrations and sharing of wins both big and small in ways that are visible and accessible across the organisation. This will include looking at ways to better acknowledge long service and make this more visible.</p>	<p>Improved employee engagement metrics:</p> <p><i>I am often recognised when I do a good job (66% positive 2023)</i></p> <p><i>Increased take up of our various reward mechanisms</i></p>	<p>Head of Workforce Policy & Wellbeing</p> <p>Communications Team</p> <p>Head of Learning & Development</p>	<p>Directorate Management Teams</p>	<p>December 2025</p>	
<p>2.5 Our inclusive policies, reward and recognition mechanisms support</p>	<p>2.5a Our EDI Strategy Action plan sets out how we will ensure that our approach is inclusive and supports diversity in our workforce. (Actions</p>	<p>See EDI Action plan</p>	<p>Equalities, Diversity & Inclusion Business Partner</p>	<p>Directorate Management Teams</p>	<p>June 2026</p>	

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and enable our culture of appreciation and actively celebrate the diversity of our colleagues	1.1 to 5.9 in EDI strategy action plan).		Head of Workforce Policy & Wellbeing			
2.6 The benefits available to us are wide ranging and provide attractive and useful benefits that are widely utilised.	<p>2.6a - We actively review and develop our employee benefits approach, to ensure that it delivers the best range of benefits we can, provides value for money, connects with our ambitions.</p> <p>Our benefits are promoted as part of our wider approach to pay and reward so that people understand how they form part of our employer proposition, and can use this understanding to enhance their financial wellbeing as well as their sense of the council being a great place to work.</p>	<p>Improvement in employee engagement survey metrics:</p> <p><i>I would recommend the council as a great place to work (55% 2023)</i></p> <p><i>I believe the Council genuinely cares about my health and wellbeing (58% 2023)</i></p> <p><i>I feel I am fairly rewarded considering my duties and responsibilities at the council (44% 2023)</i></p> <p>Feedback from new starters and leavers</p>	Head of Workforce Policy & Wellbeing		Next employee survey December 2025	

Supporting You

The Outcome

Our commitment to considering wellbeing in all aspects of employment ensures that you feel supported at every stage of your life and time with Cambridgeshire. You have adequate resources and safe spaces to support you to do your job well, and you feel that you belong in your team and in the wider organisation.

Key metrics here will include:

- Engagement measures in our next employee survey (2025), particularly those focused on support for balancing work and home, perceptions of genuine caring, and behavioural observations of line managers.
- Feedback from candidates, new starters, and leavers
- Take up of and other metrics related to health and wellbeing interventions.

Our Commitment	Action required to achieve outcome	Success measures	Action owner(s)	Ownership required for delivery	Timescale	Linked People Strategy Themes
3.1 Our buildings provide you with safe working spaces and are equipped and	3.1a - We will create a specific project line within the Accommodation Improvement Programme bringing together colleagues with diverse experience and skills, which will focus	Improved use of our buildings Reduction in reportable workplace incidents	Property Services with support from HR Services	Directorate Management Teams	Duration of property rationalisation programme	Appreciating you Including you

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developed to complement the way we work	<p>specifically on ensuring that our key buildings deliver on this commitment. Continue our Accessibility audit of all our buildings (including toilet facilities) considering the protected characteristics, including disability, gender identity, sex and gender reassignment. This includes evacuations and a review of meeting rooms (Action 3.6 in EDI Strategy Action Plan).</p> <p>Where people choose to work remotely including from home for some of the time, they complete a Display Screen Equipment (DSE) Assessment and are provided with the appropriate equipment to work safely.</p>	<p>Continued reduction in stress-related and Musculo skeletal-related absence</p> <p>Dip sample of risk assessments</p> <p>Improved engagement survey metrics:</p> <p><i>I would recommend the Council as a great place to work (55% 2023)</i></p> <p><i>I believe that the council genuinely cares about my health and wellbeing (58% 2023)</i></p> <p>Completion of DSE Assessments</p>	Strategic Health and Safety Manager		<p>Throughout 2024</p> <p>Next employee survey by December 2025</p>	
	3.1b - We will move our trial of having emergency period products in employee toilets into business as usual in all main Council office/work buildings to ensure that colleagues experiencing the menopause and	<p>Period products available in all our main offices</p> <p>Monitoring use and update of this supply</p>	Property Services		All relevant buildings supplied by July 2024	Including you

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	<p>unpredictable menstrual conditions are supported to care for their own wellbeing when in the working environment. This will also incorporate provision of emergency products to support incontinence.</p>	<p>Improved employee survey metrics:</p> <p><i>I believe that the council genuinely cares about my health and wellbeing (58% 2023)</i></p>			<p>Next employee survey by December 2025</p>	
	<p>3.1c - We will create a network of Health & Safety Champions by December 2024 who are appropriately skilled to support teams effectively in our work locations</p>	<p>Improvement in employee engagement survey metrics:</p> <p><i>I believe that the council genuinely cares about my health and wellbeing (58% 2023)</i></p> <p>Reduction in incidents arising in the workplace and associated absence levels.</p>	<p>Strategic Health & Safety Manager</p>		<p>Next employee survey by December 2025</p>	
	<p>3.1d - We report and monitor incidents and relevant metrics to Corporate Leadership Team (CLT) monthly that enable insights into how safely people are working and where further action needs to be taken. This</p>	<p>Monitored via the Health, Safety & Wellbeing Steering Group as well as monthly reporting to CLT</p>	<p>Strategic Health & Safety Manager</p>	<p>Directorate Management Teams</p>	<p>New incident reporting system by April 2025</p>	

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	will include developing an improved incident reporting system and effectively promoting its use.					
<p>3.2 Support networks and colleague forums operate formally and informally, providing you with safe spaces to share knowledge and experience, and learn from others.</p>	<p>3.2a - We will continue to promote and support the fora and networks that enable colleagues to share, learn and support one another. This will include continuing to prioritise resource to support these groups with clear links to ensure that barriers and feedback can be identified, communicated, and responded to. This includes our EDI Network and associated Peer Support Groups, our Communities of Practice, and our Mental Health First Aider (MHFA) Network.</p> <p>More detail on the EDI elements of this activity is detailed in the EDI Strategy Action plan</p>	<p>Engagement of colleagues in these groups and networks continues to grow.</p> <p>Support to Communities of Practice from Learning & Development Service is resourced.</p> <p>Support to MHFA network is resourced via Wellbeing Team</p> <p>Budget is allocated to provide appropriate refresher training for MHFAs and to train new MHFAs.</p> <p>Specific examples are shared that demonstrate the continuing feedback</p>	<p>Equalities, Diversity & Inclusion Business Partner</p> <p>Head of Learning & Development</p> <p>Head of Workforce Policy and Wellbeing</p>	<p>Directorate Management Teams</p>		

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		<p>results in action from these spaces. We see increased internal promotions.</p> <p><i>The council provides opportunities for people from diverse background to succeed (62% 2023)</i></p>				
<p>3.3 We regularly ask you what you need from us as an employer to enable you to do your best in your role. We listen and act appropriately on all given feedback to create an enjoyable, sustainable, and supportive work environment with progression and learning opportunities</p>	<p>3.3a - We will share actions based on feedback from our 2023 Employee Engagement Survey and provide regular updates on progress – these actions will be incorporated into the People Strategy and EDI Strategy Action plans where appropriate, and in Directorate-specific action plans.</p> <p>3.3b - We will continue to seek new ways to listen and act on feedback and communicate how that is working and what we are doing.</p> <p>We will run a follow up engagement survey in 2025 and be transparent on the progress that has been made</p>	<p>Increased participation in the 2025 survey (54% in 2023)</p> <p>Increased participation in new listening events and opportunities</p> <p>Increased overall engagement score in that survey (55% in 2023)</p> <p><i>I believe action will be taken on the results of this survey (41% in 2023)</i></p>	<p>Head of Workforce Policy & Wellbeing</p>	<p>Directorate Management Teams</p>	<p>December 2025</p>	<p>Appreciating you</p>

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<p>3.4 We all know where to go to feedback issues, and where to seek support for any concerns that we have – both work related and personal</p>	<p>3.4a We will effectively promote and monitor relevant health, safety and wellbeing support mechanisms so that they are well known and used appropriately, and action taken on concerns raised.</p> <p>3.4b We will develop and launch an online disclosure tool for colleagues to report instances of unacceptable behaviours in the workplace (employee focussed) that can be triaged and managed appropriately.</p>	<p><i>Incident reporting figures will be shared with Service H&S Groups and posted on the H&S Camweb page.</i></p> <p><i>Employee Assistance Programme utilisation data</i></p> <p><i>Use of other support networks including Respect @ Work Contacts and Mental Health First Aiders</i></p> <p><i>Awareness of these routes as identified through new starter feedback.</i></p>	<p>Strategic Health & Safety Business Partner</p> <p>Head of Workforce Policy & Wellbeing</p> <p>Reporting to Corporate Leadership Team</p>	<p>Directorate Management Teams</p> <p>All colleagues to take an action role in ensuring own health and safety at work</p>	<p>October 2024</p>	
<p>3.5 We are skilled in promoting early intervention and prevention measures to support our colleagues to improve their</p>	<p>3.5a - We identify appropriately researched and evidenced interventions that will support colleagues to be well at work and monitor the uptake and effectiveness of those interventions. This will include:</p> <p><i>Our wellbeing learning offer</i></p> <p><i>The introduction of Schwartz Rounds</i></p>	<p>Monthly Wellbeing Dashboards reported to CLT that monitor take up of interventions as well as feedback on improvements and key absence metrics. Participant numbers and feedback from this</p>	<p>Head of Workforce Policy & Wellbeing</p>	<p>Directorate Management Teams</p> <p>All colleagues in taking an active role in</p>	<p>Review in March 2025</p>	

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<p>mental health and wellbeing</p>	<p><i>Our EAP offer.</i> <i>Maximus 1:1 Mental Health Support</i> <i>Exploring the feasibility of introducing a trauma risk management (TRiM) model to ensure effective support for teams experiencing trauma exposure as part of their work.</i></p> <p>3.5b - We will support managers with the knowledge and skills they need to signpost colleagues to these interventions at the right time via Manager Essentials training and Our Conversations learning.</p> <p>3.5c - Everyone understands how to support their own wellbeing at work and makes use of the support and resources available</p>	<p>new training offer for managers</p>		<p>own wellbeing at work</p>		
	<p>3.5d - We will participate in appropriately and ethically approved research in the field of employee health and wellbeing to enable insights into leading innovation in effective interventions, provide opportunities for colleagues to be involved in new interventions, and to contribute to scientific understanding</p>	<p>Participant numbers and research outcomes</p>	<p>Head of Workforce Policy & Wellbeing</p>		<p>As opportunities arise</p>	

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	as to what supports health and wellbeing at work.					
	3.5e - We will set up 'break away' training by establishing a train the trainer delivery model that will support colleagues in relevant services to feel confident in working safely with members of our community who may present a physical risk	<p>Take up of this training offer.</p> <p>Improvement in engagement survey metrics:</p> <p><i>I believe that the council genuinely cares about my health and wellbeing (58% 2023)</i></p> <p>Reduced incidents relating to violence and aggression experienced in relevant services.</p>	Health & Safety Team & Learning and Development Team	Directorate Management Teams	<p>December 2024</p> <p>Engagement survey December 2025</p>	

Developing You

The Outcome

We work with you to enable you to manage your own development and careers, and our commitment to learning extends beyond skills and knowledge for your current role.

Key metrics here will include:

- Engagement measures in our next employee survey (2025), particularly those focused on feedback received in relation to performance, opportunities for growth and development, intention to stay, and equal provision of opportunities for people from diverse backgrounds to succeed.
- Feedback from new starters and leavers
- Follow up listening activity.
- Measurement of learning interventions, quantitative and qualitative
- Levels of internal progression, analysed by demographic factors.

Insights here include:

- The importance of the role of skilled line managers in how people feel about working for Cambridgeshire.
- The relevance of having the right skills and knowledge to support people to feel confident in responding to the demands of work and the relevance of the right learning and development to mitigating psychosocial risks.
- The rapidly evolving role of digitisation and AI in the work that we do and the need to ensure our workforce is appropriately skilled and confident in meeting the challenges of making best use of technology.

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<p>4.1 Our learning and development offer supports you with your personal development and you are encouraged to grow your potential and manage your career</p>	<p>4.1a - We will take actions to ensure we can analyse and demonstrate the effectiveness of our learning interventions through measuring the knowledge acquired and the application of learning post-intervention. This will include managers and colleagues discussing impact and learning as part of Our Conversations.</p>		<p>Head of Learning & Development</p>	<p>Directorate Management Teams All managers and colleagues taking ownership of development in teams and of self</p>	<p>March 2025</p>	<p>Supporting You</p>
	<p>4.1b - We will analyse the take up of learning and development opportunities to ensure equity across organisation and in terms of our workforce demography. We will be transparent in that analysis and seek feedback on what barriers to accessing opportunities are experienced, creating clear plans to remove those barriers.</p>	<p>Demographic breakdown of learners is representative of the workforce and barriers to access are identified and addressed.</p> <p><i>Improvement in engagement survey metric: The council provides opportunities for people from diverse background to succeed (62% 2023)</i></p>	<p>Head of Learning & Development</p>	<p>Directorate Management Teams to provide opportunities to feedback on any barriers experienced and take action to remove</p>	<p>March 2025</p>	<p>Including you</p>

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Our Commitment	Action required to achieve outcome	Success measures	Action owner(s)	Ownership required for delivery	Timescale	Linked People Strategy Themes
4.2 Managers think proactively about succession planning ensuring plans are in place for future workforce requirements.	4.2a - We will support leaders and managers to be able to identify potential and have the tools and skills to nurture and develop individuals to meet future workforce requirements and future roles.	Directorates have clear succession routes for key roles and understand the potential within their current workforce.	Service Directors with support from Head of Learning & Development		March 2025	
4.3 Clear career pathways illustrate development routes to progress your skills and prepare for future roles.	<p>4.3a - We will co-produce career pathways in specific target areas to create attractive opportunities that are well supported in services/roles where recruitment and retention are known challenges.</p> <p>4.3b - Maximising opportunities for a 'grow your own' approach and enable increased internal mobility through development of transferable skills and increased visibility of opportunity.</p>	Increased retention evidenced through internal progression / mobility enabling CCC careers.	<p>Head of Learning & Development</p> <p>Head of HR Advisory and Recruitment</p>	Leadership from Directorate Management Teams	Ongoing	
4.4 Our commitment to growing our own provides opportunities for colleagues to be supported to gain the skills and knowledge needed for our roles	4.4a - We will demonstrate our commitment to learning while working by achieving Gold in the 5% Club. This will mean that at least 5% of our workforce are engaged in recognised earn and learn long term development schemes	Achievement of Gold membership from the 2024 employer audit	Head of Learning & Development	Support from Directorate Management Teams	October 25	Developing You

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	4.4b - We demonstrate our commitment to learning by creating a bespoke learning centre, offering opportunities for more in person learning	Increase of in person learning opportunities and a reduction in external venue hire charges	Head of Learning & Development	Property Services via the Accommodation Improvement Programme	March 2025	Developing You
	4.4c - We support schemes like Think Ahead (in Adults Social Care) and social work apprenticeships, to grow our own workforce for critical roles.	Increased permanent workforce and reduced reliance on the use of agency workers	Head of Learning Development	Directorate Management Teams	Review March 2025	Developing You
4.5 - We have taken the approach to focus less on role specific requirements and more on transferable skills – this makes it easier than ever to move and progress to roles across the Council.	4.5a - Individuals will be supported to upskill beyond their current role and to access development that supports them to identify and utilise their transferable skills.	Increased retention evidenced through internal progression / mobility enabling council careers.	Head of Learning and Development	Directorate Management Teams Managers and colleagues	March 2025	
4.6 The 'Our Conversations' tool helps you to create a development plan to work towards your personal and professional development and	4.6a - Commission an electronic system to record and report on Our Conversations across the Council, enabling the capture of learning needs to inform the Our Development offer.	Electronic system offers insights to shape the learning offer and form an annual plan.	Head of Learning & Development	IT Services	March 2026	

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signposts training, information and support that is available.						
	<p>4.6b - We will enhance the professionalisation and importance of the line manager role by equipping all line managers with the right skills, knowledge, and behaviours to support and develop people in their teams. They will also have a clear picture of what they need to know to be an effective manager in this organisation and what their development pathway could look like.</p>	<p>Confident and competent managers and leaders who have invested in their CPD through accessing the L&D offer / management pathways as appropriate to their current development and skills.</p> <p>Measured through employee engagement survey results, feedback, employee recognition and spotlight award nominations.</p>	<p>Head of Learning & Development</p>	<p>Directorate Management Teams</p> <p>Line managers</p>	<p>December 2025</p>	