

CAMBRIDGESHIRE COUNTY COUNCIL WORKFORCE STRATEGY UPDATE

To: **Audit and Accounts Committee**

Date: **22nd November 2016**

From: **Lynsey Fulcher, Workforce Planning and Strategy Team**

Electoral division(s): **All**

Forward Plan ref: **N/A** *Key decision:* **No**

Purpose: To provide Committee with an update on the work undertaken to date on the development of a workforce strategy for Cambridgeshire.

Recommendations: The Committee is asked to note the contents of the report.

| <i>Officer contact:</i> | |
|--------------------------------|------------------------------|
| Name: | Martin Cox |
| Post: | LGSS Head of People. |
| e-mail: | mcox@northamptonshire.gov.uk |

1.0 PURPOSE

- 1.1 The purpose of this report is to provide Members with an update on the progress of the Cambridgeshire County Council Workforce Strategy.

2.0 BACKGROUND AND APPROACH

- 2.1 The LGSS Workforce Planning and Strategy team were formed in June 2016 following the identification of a need for some support in the area of workforce planning across LGSS partners. The aim of the team is to provide a centre of excellence for our partners and customers providing strategic support and direction in

workforce planning, profiling and strategy. Since the team's formation, a significant amount of work has started on analysing the workforce profile of Cambridgeshire County Council (CCC) to identify where the critical workforce gaps and hard to fill roles are within the organisation.

- 2.2 We are in the process of meeting with Directors, Heads of Service and key managers across the authority. Using a workforce planning tool that we have designed and developed, in addition to the intelligence sought from HR Advisory teams and workforce data, we are starting to build a picture of the current challenges, gaps and changes facing the Cambridgeshire workforce in the coming years.
- 2.3 The development of the strategy is illustrated below. The ongoing meetings with Officers, alongside the analysis of workforce data is part of the assessment stage that will inform the report and strategy.



- 2.4 The workforce planning meetings will have concluded mid-December, and analysis of the information and data that we have received will take place following this. A report will be prepared highlighting the key strategic workforce themes and seeks to provide solutions to address the issues that have been found. This report will inform a draft strategy. It is proposed that this strategy is shared with Members and Senior Officers during January and, subject to Strategic Management Team (SMT) approval, launched within the authority in March 2017.
- 2.5 In addition to the workforce strategy, the team have been supporting the graduate scheme and are leading on the implementation of the apprenticeship levy that comes into effect from April 2017. A positive response to the new apprenticeship scheme has been received, and roles and employees that can be converted to apprentices are already being identified by services across CCC.

3.0 EMERGING THEMES AND EXTERNAL FACTORS

- 3.1 There are many external factors that need to be considered when determining how the Cambridgeshire County Council workforce in 2020 will look. Across the public sector the dual challenge of continuing cost reductions and providing more customer focused services are key drivers of public sector transformation, involving new ways of working and delivering services. The huge growth agenda and changes that the City Deal and Devolution may bring are factors that will change the profile of the workforce, and will undoubtedly affect the competencies and skills that employees will need. National skills shortages in areas such as Social Work, Re-ablement and Planning are external factors that need to be considered in a strategy. Skills and

qualification demands need to be mapped against in-house, local and national learning and development providers.

- 3.2 Meetings that have taken place with Senior Officers so far have already identified common themes emerging. These include the need for innovation, digital awareness skills, as well as a strong requirement for commissioning, commercial and contract management ability. Outcomes from the current work on community resilience will require employees to be more solutions focused, allowing us to build community resilience by helping the community to identify solutions. A further considerations that has emerged is the apparent loss of professional and technical roles as posts have become more generic and 'management' focused in recent years.
- 3.3 The work of the team is now to identify how these external factors and emerging issues will impact upon the workforce that we need in the next 2-3 years, and how we fill any gaps to ensure that our workforce in 2020 is fit for purpose and able to deliver upon the requirements of the Business Plan and 2020 vision.

4.0 SUMMARY

- 4.1 Appendix one provides a proposal of how the final CCC Workforce Strategy may look. 5 key themes will be outlined:
- Our current workforce
 - The strategic context
 - Vision for the future workforce
 - Local and national priorities, and
 - Employee engagement.
- These themes will be supported by an action plan outlining how the actions will be implemented and reviewed.
- 4.2 The Audit and Accounts Committee is asked to note the approach being taken to develop the Cambridgeshire Workforce Strategy, and is invited to review and comment on the proposed framework for the strategy.

Appendices

1. Proposed Workforce Strategy Framework

| Source Documents | Location |
|------------------|----------|
| <i>None</i> | |

Proposed Workforce Strategy Framework

- 1. Foreword / message from Leader and CEX**
 1. To include purpose and scope of the strategy
- 2. Introduction**
 1. Our Vision and Ambition
 2. Our Challenges
- 3. Our Current Workforce**
 1. Our People
 2. The diverse nature of the workforce
 3. The current employment picture
 - i. Critical gaps
 - ii. Skills gaps
 - iii. Contractors / agency workers
 - iv. Current skills, competencies and strengths
 - v. The national picture
- 4. The Strategic Context**
 1. Values and competencies
 2. I can, you can, we can
 3. Transformation
 4. Communication
 5. Leadership and Management
- 5. Vision for the Future Workforce**
 1. National and local changes and needs
 - i. Devolution
 2. Harnessing our existing talent, and managing talent
 - i. Talent management
 - ii. Succession planning
 - iii. Talent attraction, management and retention
 3. Bringing in new talent
 - i. Apprentices
 - ii. Graduates
 - iii. Critical business roles
 - iv. Internships
 - v. Recruitment practices
 4. Efficient structures
 - i. Transformation agenda
 5. Performance management
 - i. New ways of working
 - ii. Managing performance issues
 - iii. Innovation
 6. Development priorities
 - i. Workforce development
 - ii. Links with Learning and Development
 7. Working with Partners
 - i. LGSS
 - ii. Highways Contract
 - iii. Commissioning of services
 - iv. Districts
 8. Leadership and management development and capacity

6. National and Local Priorities

1. National demand or drivers
2. Local demand or drivers
3. Future workforce priorities

7. Employee Engagement

1. Recognition and reward
2. Engagement in transformation
3. Staff surveys
4. Communication channels
5. Culture and competencies
6. Employee wellbeing

8. Implementation and Review

1. How will we know if this Strategy is working?
2. Who will be responsible for the plans development, review and implementation

9. Action Plan

1. Detail of the actions need to meet the current and future workforce needs and address the gaps