

**THE CAMBRIDGESHIRE COUNTY COUNCIL PEOPLE STRATEGY**

**To:** General Purposes Committee

**Meeting Date:** 26th March 2019

**From:** Chief Executive

**Electoral division(s):** All

**Forward Plan ref:** Not applicable      **Key decision:** No

**Purpose:** The Committee is asked to consider the approach taken to the development of the People Strategy and to review and comment on the proposed strategy that will be presented to Full Council on 14th May 2019.

**Recommendation:** The Committee is asked to recommend the People Strategy to Full Council for approval.

<b><i>Officer contact:</i></b>		<b><i>Member contacts:</i></b>	
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## **1. BACKGROUND**

- 1.1 A People Strategy outlines the approach an organisation takes to attract, deploy, develop and engage a workforce to deliver current and future business ambitions. Cambridgeshire County Council's last People Strategy was for the period 2006 – 2010. Since this time, our workforce and Council have undergone considerable change.
- 1.2 It is proposed that the new People Strategy will span the same timeframe of 2019 – 2021. This will include the period of change that will take place as the hub and spoke model is developed and the Cambs2020 project is implemented.

## **2. MAIN ISSUES**

- 2.1 A new people strategy is needed for the Council to plan how we will best utilise our employees to achieve the vision, ambitions and priorities for the citizens of Cambridgeshire. The strategy will outline how we develop our workforce to be resilient to change whilst taking opportunities to embrace the new ways of working that collaboration, partnership working and transformation will bring to us over the coming years.
- 2.2 The people strategy is not a refresh of the old strategy, it is a completely new strategy for Cambridgeshire. However, it is not intended to be a standalone document or project with new themes. It is developed to enable the Corporate Strategy and Strategic Framework by outlining how we can align our workforce to best achieve these ambitions and priorities.
- 2.3 Once approved and launched, an action plan will be developed to accompany the people strategy that will include new actions as well as the pulling together all of the people implications of programmes, initiatives and projects that are already being undertaken across Cambridgeshire. The action plan will have clear accountability and will be regularly reviewed.
- 2.4 The strategy was developed through a workforce assessment process across the Council, which included over 25 senior managers being engaged on their current service priorities and challenges. Managers were asked about their workforce demand, supply, business critical roles as well as upcoming strategic projects and plans that may have people implications. The HR team have also engaged senior management teams and existing programme and project boards.
- 2.5 A draft of this People Strategy was the subject of a positive General Purposes Committee workshop session on the 26th February 2019. The workshop feedback reshaped the strategy and expanded the 5 Themes. The feedback focused on bringing clarity to the Council's ambitions for the workforce, ensuring the strategy is open and clear - adding detail into the themes - and expanding the focus on partnership working. The workshop also focused on the support that is, and could be provided, for this strategy by Members. This has resulted in this revised version of the strategy as attached.

### **3. ALIGNMENT WITH CORPORATE PRIORITIES**

3.1 The People Strategy is intended to support our employees in developing the skills necessary for the future, enabling change and engagement; retaining and recruiting the best people to help achieve the following Corporate Priorities:-

- **A good quality of life for everyone**
- **Thriving places for people to work**
- **The best start for Cambridgeshire's children**

### **4. SIGNIFICANT IMPLICATIONS**

#### **4.1 Resource Implications**

The impact on Cambridgeshire employees is two-fold. Significant work will be needed to implement the actions outlined in the Strategy, however it is expected that the responsibility for the majority of these actions will be assigned to existing project groups and work-streams. Secondly, the existing and future workforce of Cambridgeshire will benefit from the outcomes of the Strategy as the Council becomes a more resilient, engaged and people focused organisation.

#### **4.2 Procurement/Contractual/Council Contract Procedure Rules Implications**

There are no significant implications within this category.

#### **4.3 Statutory, Legal and Risk Implications**

There are no significant implications within this category, the strategy will align to existing HR and legislative requirements.

#### **4.4 Equality and Diversity Implications**

The strategy will consider and champion equality within our existing workforce. No direct or adverse equality implications are expected.

#### **4.5 Engagement and Communications Implications**

Considerable employee engagement and communications will take place once the Strategy has been approved. The County Council's Communications team will be engaged to assist with internal communications.

#### **4.6 Localism and Local Member Involvement**

There are no significant implications within this category.

#### **4.7 Public Health Implications**

There are no significant implications within this category.

<b>Implications</b>	<b>Officer Clearance</b>
<b>Have the resource implications been cleared by Finance?</b>	Yes, via Strategic Management Team.
<b>Have the procurement/contractual/ Council Contract Procedure Rules implications been cleared by the LGSS Head of Procurement?</b>	Not applicable
<b>Has the impact on statutory, legal and risk implications been cleared by LGSS Law?</b>	Not applicable
<b>Have the equality and diversity implications been cleared by your Service Contact?</b>	Yes Name of Officer: Martin Cox, HR Director
<b>Have any engagement and communication implications been cleared by Communications?</b>	Yes, the strategy has been shared with the Communications team and a full communications plan will be approved by Christine Birchall prior to launch.
<b>Have any localism and Local Member involvement issues been cleared by your Service Contact?</b>	Not applicable
<b>Have any Public Health implications been cleared by Public Health</b>	Not applicable

<b>Source Documents</b>	<b>Location</b>
None	Not applicable