



# Our People and Culture Strategy

**To:**

Councillor Simon Smith, Executive Councillor for Finance and Resources Portfolio  
Strategy and Resources Committee  
1st July 2024

**Report by:**

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**Wards affected:**

All

## Key Decision

### 1. Executive Summary

- 1.1 The Council's Corporate Plan, Our Cambridge transformation programme and the Target Operating Model outline an ambitious agenda for the Council for the next three years. Our People and Culture strategy sets out how we will align our workforce to achieve these ambitions over the same period.
- 1.2 The Council's last People Strategy was for the period 2007– 2011. Since the last strategy was developed, our communities, workforce and Council have undergone considerable change. Our communities want services delivered in different ways, and the expectations that employees have of their employers has changed.
- 1.3 This People and Culture Strategy builds on the work and achievements we have made in all aspects of people management to date and takes forward learnings gained to outline the people and workforce priorities and considerations for the next three years.
- 1.4 Once approved and launched, employee workshop sessions will be held to develop the action plan – “the People Plan” that will accompany the people and culture strategy. This will include new actions and projects as well as aligning people implications of existing programmes, initiatives and activities. The people plan will have clear accountability and will be regularly reviewed by a People Strategy Governance Board.

### 2. Recommendations

- 2.1 The Executive Councillor, is recommended, following scrutiny and debate at Strategy and Resources Scrutiny Committee, to agree to the People and Culture

strategy being launched across the Council commencing with employee engagement to shape the People Plan.

### **3. Background**

- 3.1 A new people and culture strategy is needed for the Council to plan how we will best utilise our workforce to achieve the vision, ambitions and priorities for the communities of Cambridge. 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.
- 3.2 A comprehensive workforce assessment process has been carried out across the Council and as part of this, current business priorities and challenges have been considered as well as external factors and influences. Views have been sought from existing programme and project boards to enable the validation of management information that has been considered. Colleague feedback has been sought from focus groups, interviews and workshop sessions.
- 3.3 Through this engagement, employees have told us about the ways they want to work, the culture of the organisation they want to work for and the expectations that they have of us as an employer. This feedback has directly shaped this People and Culture Strategy, and further engagement with our workforce will enable us to co-produce an accompanying People Plan so our employees can influence the actions and priorities that will enable us to achieve our ambitions and priorities.
- 3.4 The people strategy is not intended to be a standalone document with new or abstract themes. It sits alongside the Target Operating Model and Corporate Plan to outline how we can align our workforce to best achieve the ambitions and priorities outlined in these documents.
- 3.5 Five themes enable us to align our people and culture related actions, placing our employees at the heart of these themes to create a real sense of belonging in our workforce. These themes are:
  - Being an inclusive and welcoming place
  - Attracting and retaining our people
  - Living our values
  - Rewarding, recognising and celebrating us
  - Developing excellent people, managers and leaders
- 3.6 Using our newly developed values and behaviours, and personal and inclusive language, the strategy describes the aspired to culture for the Council. The strategy is purposefully written differently to many traditional strategies, and rather than a list of proposed actions, the strategy describes the Council as an employer in 2027. This aims to help readers 'feel' what it will be like being an employee of Cambridge City Council in three years time and how their role and contribution fits into this.
- 3.7 Once a final version of the People and Culture Strategy is approved, the strategy document will be designed to mirror the style of existing corporate documentation

and will be made fully accessible, adhering to current accessibility guidelines. A PDF version of the strategy will be developed for use in external advertising and recruitment campaigns, and an interactive version of the strategy is proposed for the Councils intranet site, providing links and signposts to the people plan and programmes of work for internal staff.

## **4. Implications**

### **a) Financial Implications**

There are no significant implications within this category. All work proposed will be managed within approved budgets.

### **b) Staffing Implications**

The strategy will have significant implications on our staffing, aligning all of our people related work for the next three years. However, no adverse impact on staffing levels or on individual roles are proposed through the strategy.

### **c) Equality and Poverty Implications**

It is expected that the People Strategy will help to enable the Council to achieve the ambition to reduce poverty and health inequalities in our communities as well as an aspiration to reduce in work poverty within our own workforce.

A full equality impact assessment has been completed and attached at Appendix Two.

### **d) Net Zero Carbon, Climate Change and Environmental Implications**

The Councils Climate Change rating tool has been completed resulting in an overall rating of “low positive” for this project. Whilst not having a direct impact on our climate, the strategy outlines way of working that support a reduction in our building’s energy usage, and less reliance on employee travel.

### **e) Procurement Implications**

There are no significant implications within this category.

### **f) Community Safety Implications**

The outcomes of the people and culture strategy will impact and benefit our communities through the achievement of the ambitions set out in the corporate plan and Council’s target operating model. The strategy also aims to encourage empowerment across all levels of the workforce and encourages employees to work across and break down traditional organisational barriers to ensure that our communities receive the right support from the right people. This will help us to help our communities and residents live healthy, safe and independent lives.

## **5. Background papers**

Other than internal corporate plans and documents that are already published, no background papers were used in the preparation of this report.

## **6. Appendices**

Appendix One: The People and Culture Strategy

Appendix Two: Equality Impact Assessment

## **7. Inspection of papers**

If you have a query on the report please contact Lynsey Fulcher, Head of People.  
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