

Public Document Pack



**Service Director – Legal, Governance and
Commissioning**

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Friday 11 March 2022

Notice of Meeting

Dear Member

Corporate Scrutiny Panel

The **Corporate Scrutiny Panel** will meet in the **Virtual Meeting - online** at **10.00 am on Monday 21 March 2022.**

This meeting will be live webcast. To access the webcast please go to the Council's website at the time of the meeting and follow the instructions on the page.

The items which will be discussed are described in the agenda and there are reports attached which give more details.

A handwritten signature in black ink, appearing to read 'Julie Muscroft', on a light-colored background.

Julie Muscroft

Service Director – Legal, Governance and Commissioning

Kirklees Council advocates openness and transparency as part of its democratic processes. Anyone wishing to record (film or audio) the public parts of the meeting should inform the Chair/Clerk of their intentions prior to the meeting.

The Corporate Scrutiny Panel members are:-

Member

Councillor Andrew Cooper (Chair)

Councillor Mahmood Akhtar

Councillor James Homewood

Councillor John Taylor

Councillor Charles Greaves

Councillor Alison Munro

Philip Chaloner (Co-Optee)

Agenda

Reports or Explanatory Notes Attached

Pages

1: Membership of the Committee

To receive apologies for absence from those Members who are unable to attend the meeting.

2: Minutes of the Previous Meeting

1 - 4

To approve the minutes of the meeting of the Panel held on the 7th February 2022.

3: Interests

5 - 6

The Councillors will be asked to say if there are any items on the Agenda in which they have disclosable pecuniary interests, which would prevent them from participating in any discussion of the items or participating in any vote upon the items, or any other interests.

4: Admission of the Public

Most debates take place in public. This only changes when there is a need to consider certain issues, for instance, commercially sensitive information or details concerning an individual. You will be told at this point whether there are any items on the Agenda which are to be discussed in private.

5: Deputations/Petitions

The Committee will receive any petitions and hear any deputations from members of the public. A deputation is where up to five people can attend the meeting and make a presentation on some particular issue of concern. A member of the public can also hand in a petition at the meeting but that petition should relate to something on which the body has powers and responsibilities.

In accordance with Council Procedure Rule 10 (2), Members of the

Public should provide at least 24 hours' notice of presenting a deputation.

6: Public Question Time

The meeting will hear any questions from the general public.

7: Technology Strategy

The Panel will receive an update on the Technology Strategy.

Contact: Terence Hudson, Head of Technology, Tel: 01484 221000

8: Update on the People Strategy and Recruitment Challenges

7 - 26

To update Corporate Scrutiny Panel on the People Strategy programme of work and the ongoing recruitment and retention challenges facing the Council.

Contact: Rachel Spencer-Henshall, Strategic Director – Corporate Strategy, Commissioning & Public Health and Deborah Lucas, Head of People Services Tel: 01484 221000

9: Financial Management Update - Council Capital Plan

27 - 34

A high-level financial management update on the Council's Capital Plan incorporating the financial position 2021/22, the multi-year Capital Plan and an overview of governance arrangements supporting the development, prioritisation, and delivery of the Capital Investment Programme.

Contact: Eamonn Croston, Service Director Finance Tel: 01484 221000

10: Update on Corporate Portfolio Holder Priorities

The Cabinet Portfolio Holder for Corporate Services will provide a progress update on his priorities.

Contact: Councillor Paul Davies, Cabinet Member for Corporate Tel: 01484 22100

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Contact Officer: Jenny Bryce-Chan

KIRKLEES COUNCIL

CORPORATE SCRUTINY PANEL

Monday 7th February 2022

Present: Councillor Andrew Cooper (Chair)
Councillor John Taylor
Councillor Charles Greaves
Councillor Alison Munro

In attendance: Laura Burrell, Electoral Services Manager

Observers: Councillor Elizabeth Smaje, Chair of Overview and
Scrutiny Management Committee

Apologies: Philip Chaloner (Co-Optee)

1 Membership of the Committee

Apologies were received from Philip Chaloner.

2 Minutes of the Previous Meeting

That the minutes of the meeting held on the 13th December be approved as a correct record.

3 Interests

No interests were declared.

4 Admission of the Public

All agenda items were considered in public session.

5 Deputations/Petitions

No deputations or petitions were received.

6 Public Question Time

No public questions were asked.

7 The Elections Bill 2021 Update

Laura Burrell, Electoral Service Manager attended the meeting to provide an update on the Elections Bill 2021, advising that the Bill had recently progressed through the second stage in the Commons and is expected to have Royal Assent by May 2022.

The Panel was informed that the Elections Bill contains various proposals which will impact on how electoral registration and elections are delivered the UK, however, the Bill will have no impact on the upcoming District Council elections in May 2022.

Corporate Scrutiny Panel - 7 February 2022

The scope of the Bill is wide ranging and covers the following areas:

- Requirement for voters to present ID at polling stations before a ballot paper is issued
- Requires Electoral Registration Officer (EROs) based in local authorities to issue free voter identification cards to those without a valid form of photo ID
- Requirement for postal voters to reapply for a postal vote every three years, this replaces the current rules whereby a postal voter must refresh their signature every five years
- The Bill seeks to restrict the handling of postal votes by campaigners and limits the number of postal votes that any individual can hand in at a polling station. The current suggestion is that this could be limited to two
- Requirement for applicants for postal votes to undergo identity checks.
- Online absent vote application portal to be implemented
- Further limit the number of people someone may act as a proxy for
- Allow all British citizens living overseas to register to vote for UK Parliamentary elections, regardless of when they left the UK. This would remove the current 15-year limit
- Change the voting and candidacy rights for European citizens
- Extend the accessibility to elections by requiring Returning Officers to take all reasonable steps to provide support to those with a disability whilst attending a polling station
- Simplify and clarify the offence of undue influence as well as introducing a new offence around intimidation of candidates, campaigners and elected office holders from intimidation and abuse
- The introduction of new digital imprint requirements, requiring campaigners to explicitly detail who they are and on behalf of whom they are promoting on all digital campaign materials

The Panel was informed that prior to the changes the aim will be to deliver a comprehensive communication campaign to make sure that all residents are informed on the changes before they get to the polling station. In Kirklees, there are local elections scheduled in 2023 and it is expected to see those changes at that election.

In response to the information presented comments were made and questions were asked including the following:

Corporate Scrutiny Panel - 7 February 2022

- In relation to voter ID, the information states that voter ID cards will be issued to people who turn up without a valid form of ID. Will the individuals checking these know it is not valid because there is a range of ID voters can turn up with which will require a great deal of checking and could effectively become similar passport control?
- There is also an issue about women who wear a veil, will they be asked to remove their veil?
- There are cost implications for all these different passes and in this current economic climate where there is less money, this could potentially be a deterrent to people who have a valid right to vote
- There could be learnings picked up from Northern Ireland as the requirement to provide voter ID was brought in a while ago and is therefore well established. There will be processes and procedures developed in Northern Ireland that hopefully can be replicated here
- The information states that 'political campaigners' will be barred from handling postal votes; how will political campaigners be defined?
- In respect of voter ID who is going to be producing them and what level of resource will be needed?

The Panel was advised that written questions submitted by a Panel member would be responded to, the questions included:

- It will be important to establish the financial impact on the process to include extra staff and training to support this. The 'challenge' to poll staff is not to be underestimated and could potentially lead to abuse as seen in other areas of public service
- It is likely that there will be disenfranchisement among some voters who may not have approved identification and also those who would challenge this change

RESOLVED

That Laura Burrell be thanked for providing an update on the Elections Bill 2021.

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KIRKLEES COUNCIL					
COUNCIL/CABINET/COMMITTEE MEETINGS ETC					
DECLARATION OF INTERESTS					
Corporate Scrutiny Panel					
Name of Councillor					
Item in which you have an interest	Type of interest (eg a disclosable pecuniary interest or an "Other Interest")	Does the nature of the interest require you to withdraw from the meeting while the item in which you have an interest is under consideration? [Y/N]	Brief description of your interest		

Signed: Dated:

NOTES

Disclosable Pecuniary Interests

If you have any of the following pecuniary interests, they are your disclosable pecuniary interests under the new national rules. Any reference to spouse or civil partner includes any person with whom you are living as husband or wife, or as if they were your civil partner.

Any employment, office, trade, profession or vocation carried on for profit or gain, which you, or your spouse or civil partner, undertakes.

Any payment or provision of any other financial benefit (other than from your council or authority) made or provided within the relevant period in respect of any expenses incurred by you in carrying out duties as a member, or towards your election expenses.

Any contract which is made between you, or your spouse or your civil partner (or a body in which you, or your spouse or your civil partner, has a beneficial interest) and your council or authority -

- under which goods or services are to be provided or works are to be executed; and
- which has not been fully discharged.

Any beneficial interest in land which you, or your spouse or your civil partner, have and which is within the area of your council or authority.

Any licence (alone or jointly with others) which you, or your spouse or your civil partner, holds to occupy land in the area of your council or authority for a month or longer.

Any tenancy where (to your knowledge) - the landlord is your council or authority; and the tenant is a body in which you, or your spouse or your civil partner, has a beneficial interest.

Any beneficial interest which you, or your spouse or your civil partner has in securities of a body where -

- (a) that body (to your knowledge) has a place of business or land in the area of your council or authority; and
- (b) either -

the total nominal value of the securities exceeds £25,000 or one hundredth of the total issued share capital of that body; or

if the share capital of that body is of more than one class, the total nominal value of the shares of any one class in which you, or your spouse or your civil partner, has a beneficial interest exceeds one hundredth of the total issued share capital of that class.



Name of meeting: Corporate Scrutiny Panel

Date: 21st March 2022

Title of report: Update on the People Strategy and Recruitment Challenges

Purpose of report: To update Corporate Scrutiny Panel on the People Strategy programme of work and the ongoing recruitment and retention challenges facing the Council.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	N/A
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports?)	No
The Decision - Is it eligible for call in by Scrutiny?	No
Date signed off by Strategic Director and name	Rachel Spencer-Henshall – 10 th March 2022
Is it also signed off by the Service Director Finance?	Eamonn Croston – 4 th March 2022
Is it also signed off by the Service Director for Legal Governance and Commissioning?	Julie Muscroft – 4 th March 2022
Cabinet member portfolio	Cllr Paul Davies

Electoral wards affected: N/A

Ward councillors consulted: No

Public or private: Public

Has GDPR been considered: Yes

1.0 Purpose of Report

- 1.1 To receive an update on:
- the People Strategy programme of work
 - ongoing recruitment and retention challenges and actions taken to mitigate those challenges

2.0 People Strategy Programme Update

2.1 Refreshed People Strategy

2.1.1 The Council's People Strategy was due to be refreshed in 2020. Work began on undertaking the refresh prior to the pandemic, however, once the pandemic hit, the work was paused. This pause gave us the opportunity to reflect on the impact of the pandemic, what we had learnt from it and how this might impact on our people and ways of working going forward. It also gave us the opportunity to closely align the strategy to the Council Plan and our 9 outcomes.

2.1.2 Our refreshed People Strategy was soft launched at Kirklees Leadership Forum in January 2021 and further details are attached at Appendix 1. A full launch of the strategy will take place this month.

2.1.3 At the heart of the refreshed People Strategy are the Council's values and behaviours, these link to our vision and 4 key outcomes.

Our vision is that:

We will achieve our shared outcomes through people with the right skills, values and behaviours working in partnership in our places

And our 4 key outcomes are:

- To have highly skilled, flexible and engaged people
- To have effective and compassionate leadership
- To be an inclusive employer of choice
- To have healthy and well people

2.1.4 'Pledges' have been developed to support our outcomes and these will continuously be brought to life through storytelling, case studies, videos, etc.

2.2 People Strategy Programme of Work Overview

2.2.1 Supporting the achievement of our People Strategy is an ambitious programme of work; this work grew as we took on more and more learning from the pandemic and started to think about new ways of working and how we could enable our workforce of the future.

2.2.2 This project scope creep put pressure on capacity to deliver outcomes and so in September 2021, a programme assurance review was undertaken. The purpose of this review was to understand if the

programme would deliver appropriate outcomes, on time and within budget. There was also a review of governance arrangements.

2.2.3 Key findings of the assurance review were as follows:

- 19 individual concurrent pieces of work were in flight (a combination of business-as-usual activity, work packages and projects) without clear prioritisation.
- People Services capacity to deliver project activity was a significant risk and there was the potential to miss opportunities to realise economies of scale.
- Programme scope was not stable.

2.2.4 As a result, the People Strategy Programme Board approved the recommendation to rationalise the volume of concurrent activity by prioritising strategic projects that deliver outputs that will inform and provide the foundations for concurrent activity, merge activity working towards the same high-level objective, remove business-as-usual activity from the scope and baseline the programme scope.

2.2.5 Additional resource was identified to ensure timely progress of the reprioritised activity; this meant that the overall completion date and outputs/benefits remain unchanged. The programme has now been sequenced in the following phases:

- Phase 1 Setting the foundations - October 2021 to June 2022
- Phase 2 Responding to organisational need - July to December 2022
- Phase 3 Transition to business-as-usual and lessons learned - January to March 2023

2.2.6 The following key documents are attached to provide supporting information about the programme:

Appendix 2 - An overview of the refreshed governance arrangements
Appendix 3 – The 'big picture' (p.1) and programme summary (p.2)
Appendix 4 – A 12-month roadmap of activity

2.3 Key Project Updates

2.3.1 There are 11 projects in Phase 1 of the programme (see Appendix 2, p.2). Of these, the Stress Prevention/Management project and the Workforce Development - Digital Upskilling project are currently in the discovery and definition phase where data is being analysed to ensure the interventions identified directly impact the causal factors.

2.3.2 The remaining projects, set out below in themes, are in the delivery phase:

Outcome 1 - Highly Skilled, Flexible and Engaged People

i) Workforce Planning

The workforce planning project is one of the most critical projects in our programme of work; whilst it will not address the immediate recruitment and retention pressures and challenges, it will ensure that we have a rigorous and systematic workforce planning approach embedded across the organisation to give us longer term assurance about having the right people and skills in place to provide services of the future to our communities.

Priming workshops for managers have been developed and are being piloted with a range of services; these will be rolled out across the organisation by the summer. The workshops focus on:

- What is workforce planning?
- The benefits of workforce planning
- Understanding your current and future workforce through data and insight
- Labour market challenges
- Apprenticeships and support into employment schemes

The priming workshops are designed to engage managers in the workforce planning process, stimulate creativity and provide impetus for further activity. The initial workshops will be followed up by a range of targeted support ranging from signposting and information to more focused workshops which will support managers to fully identify future needs and build their own bespoke workforce plans.

Recognising that this is a priority project that needs to move at pace, we have invested in bolstering and accelerating this activity through recruiting additional and experienced resources who will join the workforce planning team at the start of May.

Themes and gaps identified in this project at service, directorate and organisational level will inform phase two of the programme (e.g. workforce development, retention and attraction strategies).

ii) Front line workforce future ambitions

The impetus for this project was specifically highlighted as a result of the pandemic and is looking at further clarity on the organisation/individual's expectations for the future working practices of front line workers. This will inform the development of the My Space, digital upskilling and flexible ways of working (Timewise) projects

iii) My Space

The My Space portal project is focused on the development and delivery of a secure Employment Engagement Portal for the frontline workforce (approximately 3500 employees) to allow for enhanced connectivity with the organisation utilising their own personal device – computer, smart phone or tablet. The current focus is a campaign to encourage an increase in take-up. The front-line workforce project will inform the developments required.

iv) Flexible ways of working

Working in partnership with Timewise and Locala, this project will seek to put flexibility at the heart of work, in particular front-line work. We are working towards Timewise Flexible Employer accreditation by the summer, with assessment and development of an action plan against the five flexible employer pillars: leadership, flexible working options and policy, manager capability, employer brand & talent acquisition, inclusive career paths and progression and social responsibility and advocacy.

v) Workforce Development

In Phase 1, there are 2 projects under workforce development; these involve re-procuring a Learning Management System (LMS) and developing a formal Wellbeing Champions network.

The contract with the incumbent LMS supplier expires on 30 June 2022 and in line with Contractual Procedure Rules we could not extend further. Following a period of due diligence, we have confirmed our new provider and implementation of the solution will be completed over the next few months. The new system has additional functionality plus a catalogue of 250 e-learning courses was included in the successful bidder's tender; this will result in a saving of circa £20k, as the existing e-learning contract has not been renewed.

The existing Wellbeing Champions network is being strengthened and formalised, with standard training and development put in place, clarity on the role developed and a governance structure established. Wellbeing activities have a positive impact upon the organisation's productivity, retention and absence levels. It is therefore critical that we channel more resources and dedicate more time to cultivate a physical and emotionally resilient workforce, who have the support of well-trained champions.

Outcome 2 - Effective and Compassionate Leadership

vi) Performance Management and Appraisal

Pre-pandemic, a corporate approach was developed and was at the point of being rolled out, however, the learning from the pandemic presented us with an opportunity to reflect on whether that approach was still fit for purpose. This project will therefore include a review of the evidence and assumptions that the new approach was based on and consideration of whether the conditions have changed to determine if the new approach continues to be valid. The outcome of the review will inform the next steps these are likely to be either re-design of the solution or proceed to rollout the solution across the organisation.

Outcome 3 - An Inclusive Employer of Choice

vii) Project Search

Our Project Search interns are currently undertaking their first work rotations out in service areas; we have had a successful first term review and are currently planning for the next intake of interns who will join us in the summer, alongside planning pathways for permanent employment for the existing cohort.

viii) Inclusive organisation

Throughout autumn 2020, a series of employee listening circles with a focus on race, racism and inequalities were undertaken. The output of these listening circles has been supplemented with additional quantitative research. In response to these findings, we have identified opportunity to improve the experiences of employees whose characteristics are protected as per the Equality Act 2010, with a specific focus on the following areas:

- Understanding the factors that influence an employee's experience within the current organisational grievance and disciplinary process.
- Support promoting diversity at all levels of the organisation and ensure that employees from diverse backgrounds progress at proportionate rates.
- Ongoing development of colleagues around the theme of inclusion by creating a shared understanding of inclusion, build confidence and skills (with an initial emphasis on cultural competence/confidence to support anti-racism) and enable ongoing learning in this area in line with restorative principles.
- Development of a series of quantitative and qualitative approaches, tools and measures to help us evaluate, understand and track the impact of inclusion activity as it is delivered throughout the organisation – and, importantly, continue to provide feedback on lived experience and how it feels to work in Kirklees.

2.3.3 The programme has an overall rating of amber. This is reflected by delays from Covid related pressures, in particular the frontline workforce future working piece of work; this has had an impact on other dependent programme activity. There have also been some setbacks to the Learning Management System re-procurement. In addition, the most significant risk has been capacity to lead project activity, this is being mitigated through the approval of additional resources to support the programme. It is therefore expected the risk will reduce once staff are in post.

3. Recruitment and Retention Challenges

- 3.1 National and local challenges relating to recruitment and retention continue and we are now in the midst of what is being described as the toughest labour market for 50 years. The number of UK job vacancies in October to December 2021 rose to a new record of 1.247m, an increase of 0.462m from the pre-pandemic level recorded in January to March 2020 (ONS); there has also been an increase in economic inactivity, especially in the 50-64 age group and it is estimated that there are 1m fewer people in the labour market since pre-pandemic (IES) [Where are Britain's missing million workers? - BBC News](#)
- 3.2 Adding to this, the anticipated improvements due the end of the furlough scheme have not materialised and the governments [Way to Work Campaign](#) has yet to be widely realised.
- 3.4 Levels of pay continue to be challenging; this was specifically highlighted at a recent national pay meeting with the LGA and also at a Kirklees HR Partnership meeting attended by representatives from the Council, the further and higher education

sectors, the health sector and the third sector. All partners reported feeling under pressure to increase levels of remuneration against the backdrop of an increasing cost of living. Of note is the fact that the local government pay award for April 2021 has only recently been settled (1.75%) and national negotiations have yet to begin on the April 2022 pay award; this will mean an inevitable significant delay in a local government pay increase, adding even more pressure to our local pay challenges when set against an expectation that average pay rises will be around 3% in 2022 ([The CIPD labour market outlook survey](#)). There are also upward trends in rates of pay for agency staff in an increasingly competitive market.

- 3.5 At a local level, some key points to highlight are that the Council is now starting to see labour turnover increasing as we recover from the pandemic (current turnover is at 9.1%); more positively, however, we are seeing the number of vacancies reducing and we are also starting to see the composition of our workforce shift to reflect a younger cohort of people.
- 3.6 In terms of some examples of the actions we are taking (over and above the People Strategy programme of work) to address our recruitment and retention challenges, these are set out below:

3.6.1 Hard to Fill Roles

Highways/Engineering

- A tiered approach to advertising which is now at Engineer level.
- Maximising the use of a variety of external media and internal communications and monitoring impact
- From April, introducing name blind CV functionality for applications to speed up the process and match candidate expectations.
- Established a number of market rate supplements
- Working with Department of Education Skills Development Manager and Kirklees College to develop a local T level trailblazer in civil engineering and potentially wider within Highways and Environment and Climate Change. This will build on our Virtual Work Placement programme where services with hard to fill roles used creative methods to inspire Year 10 students
- In early dialogue with colleagues in Economy and Skills about our engineering skills gaps with a view to exploring how we might work in partnership with the University on influencing their curriculum and supporting pathways into employment with the Council

Adult Social Work

- Established a Recruitment and Retention working group - looking at career structures and roles
- Established a recruitment sub-group looking at advertising – a new advert standard has been developed with the service and we continue to work on where adverts are placed to maximise audience.
- Introduced a pilot retention payment system to retain existing staff

Adult Social Care

- Refreshed adverts and undertaken a full review of the application process – this will be implemented in April to further speed up the process
- Continued use of videos on our new careers site to promote roles
- Utilising government campaigns to feature our jobs

- Encouraging managers to undertake joint recruitment exercises
- Working with the steering group to engage with young people.
- Funding membership of the 'blue light' discount card for staff up to Grade 7
- Maximising the sector based investment in advertising for social care roles through the government grant – led by In2Care

3.6.2 Apprenticeships and Support into Employment

Current Apprentices

We currently have 70 current apprentices including higher levels. Over the last 6 months 93% of our apprentices completing their training have moved into employment within the Council

Recruiting apprentices

Nearly 60 new apprenticeship vacancies will be advertised in March to coincide with the apprenticeship recruitment event at the John Smith's stadium. This planned recruitment covers a broader range of services (roles in payroll, IT, Library, youth work, digital marketing, finance, horticulture, customer service, business support, insurance, civil engineering, construction trades, teaching assistants).

Outreach activities planned for March to promote apprenticeships and encourage applications include drop-ins at various community venues and an outreach van to be piloted at Tesco's in Batley. In March we are also holding interactive workshops for our Kickstarters to promote our apprentice vacancies and support them to make good quality applications.

Kickstart

We have filled 79 Kickstart roles to date with 57 young people currently on the programme. From the 22 placements completed to date 50% have moved into jobs (this is a very positive outcome acknowledging the scheme is aimed at young people at risk of long-term unemployment).

Job destinations include entry level jobs in the Council, others have gained jobs elsewhere including as a trainee accountant, school-based role, call centre work and business support at WYCA.

There has been attendance at Job Centre Kickstart recruitment days (over 10 events) supported by People Service and service managers. This provided managers with an opportunity to promote their area direct to young job seekers. One example of success was in adult social care, where they filled 7 Kickstart roles.

National Apprenticeship Week

Throughout this National Apprenticeship Week (7-13 Feb), we highlighted how Apprenticeships are key to "Building the Future" of not just apprentices, but of businesses across the district. We are linking in with anchor institutions and other local employers via the (ESF funded) [Kirklees Apprenticeships For All project](#)

3.6.3 Levels of Remuneration

We are seeing an increase in business cases to support market rate supplements and retention payments to attract and retain staff as well as requests to review jobs through the grading process. We are currently looking at salary benchmarking and will

also explore how senior technical specialist roles are evaluated to ensure we are competitive.

3.6.4 Local Recruitment Events

At a Personnel Committee meeting in November 2021, it was agreed that we would reach out and engage with local communities to understand what skills they may be able to bring to roles within the Council and to adopt a fast-track system into employment, breaking down some traditional recruitment barriers. Whilst progress on this stalled due to the reintroduction of Covid restrictions in December and January, we have recently piloted attendance at the Ravensthorpe Women in the Lead event, which was a support event for women of South Asian heritage in North Kirklees. Through this event links have been made to promote the Council as an employer through Hopeful Families, S2R, The Opportunity Centre, Home Start.

The development of place-based recruitment events is being planned with colleagues in the Active Citizens and Places Team.

We will also be promoting Council jobs at the following events:

- 8th and 10th March (All and Catering) – Kirklees College
- 16th March (Apprenticeships) – John Smiths Stadium
- 22nd and 29th March (Adult Social Care) – Huddersfield and Dewsbury
- 31st March (All) – Thornhill Leeds Volunteer and Job Fair
- 20th April (All) – Leeds Career Fair

4.0 Recommendations

4.1 It is recommended that Corporate Scrutiny Panel:

- notes the update on the People Strategy programme of work and the recruitment and retention challenges facing the Council
- provides check and challenge on the actions being undertaken to address the challenges faced

5.0 Contact Officers

Rachel Spencer-Henshall, Strategic Director – Corporate Strategy, Commissioning & Public Health

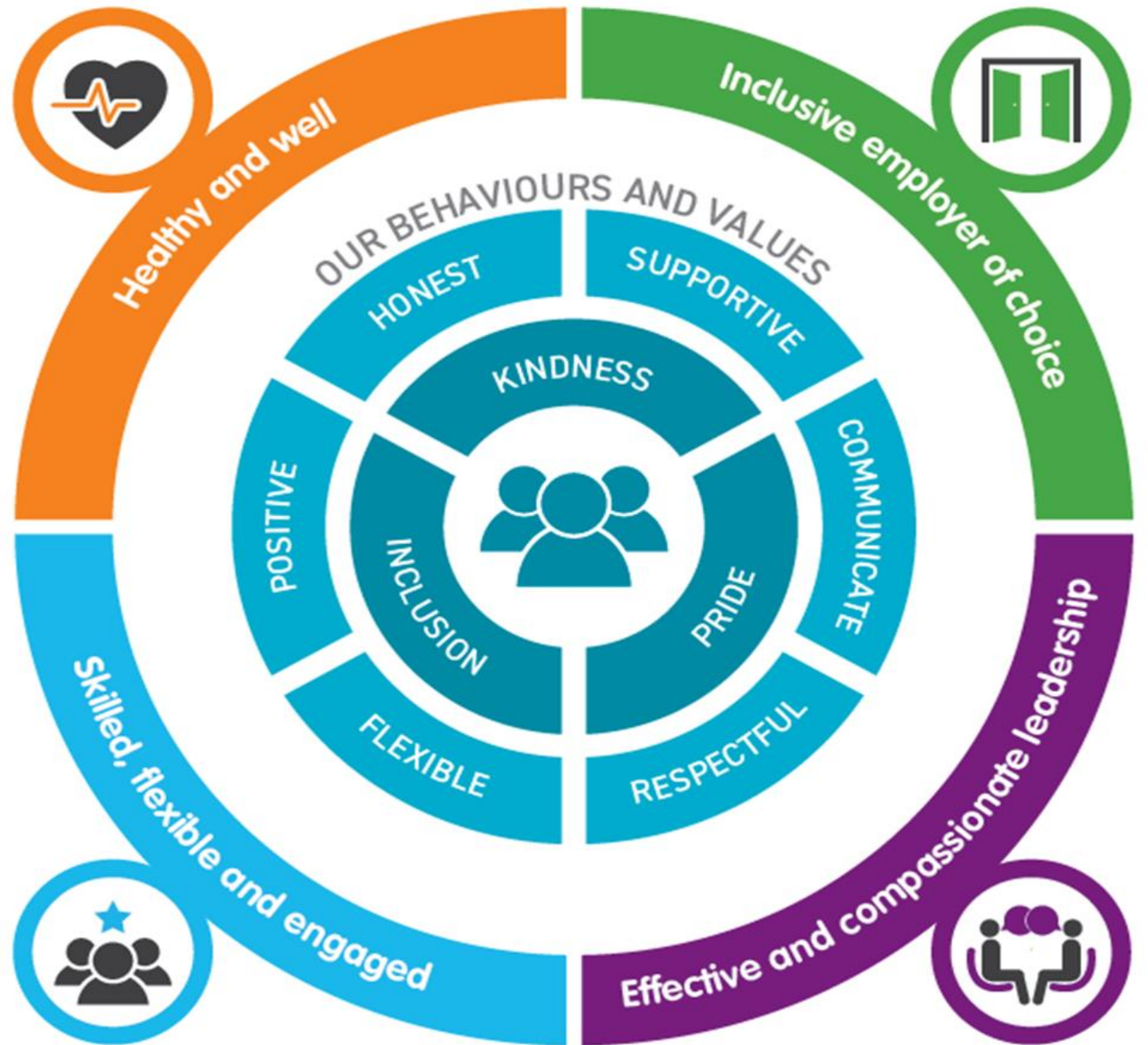
Deborah Lucas, Head of People Services

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Our Vision

We will achieve our shared outcomes through people with the right skills, values and behaviours working in partnership in our places

Our People Strategy



Our Pledges



Inclusive employer of choice

Our recruitment and selection processes are inclusive, safe, fair and straightforward.

You'll get a warm welcome whether you're new or moving jobs.

You'll know you are valued and are comfortable and confident being yourself.



Effective and compassionate leadership

Our leaders and managers are skilled and compassionate in their approach.

You'll know how to be the best you can be and how you're doing.



Skilled, flexible and engaged

There are opportunities to learn and develop that suit you and your job of today and tomorrow.

Wherever possible, we take a flexible first approach to when, how and where you work.

You'll know what's going on and we'll listen to what's important to you and how you're feeling.



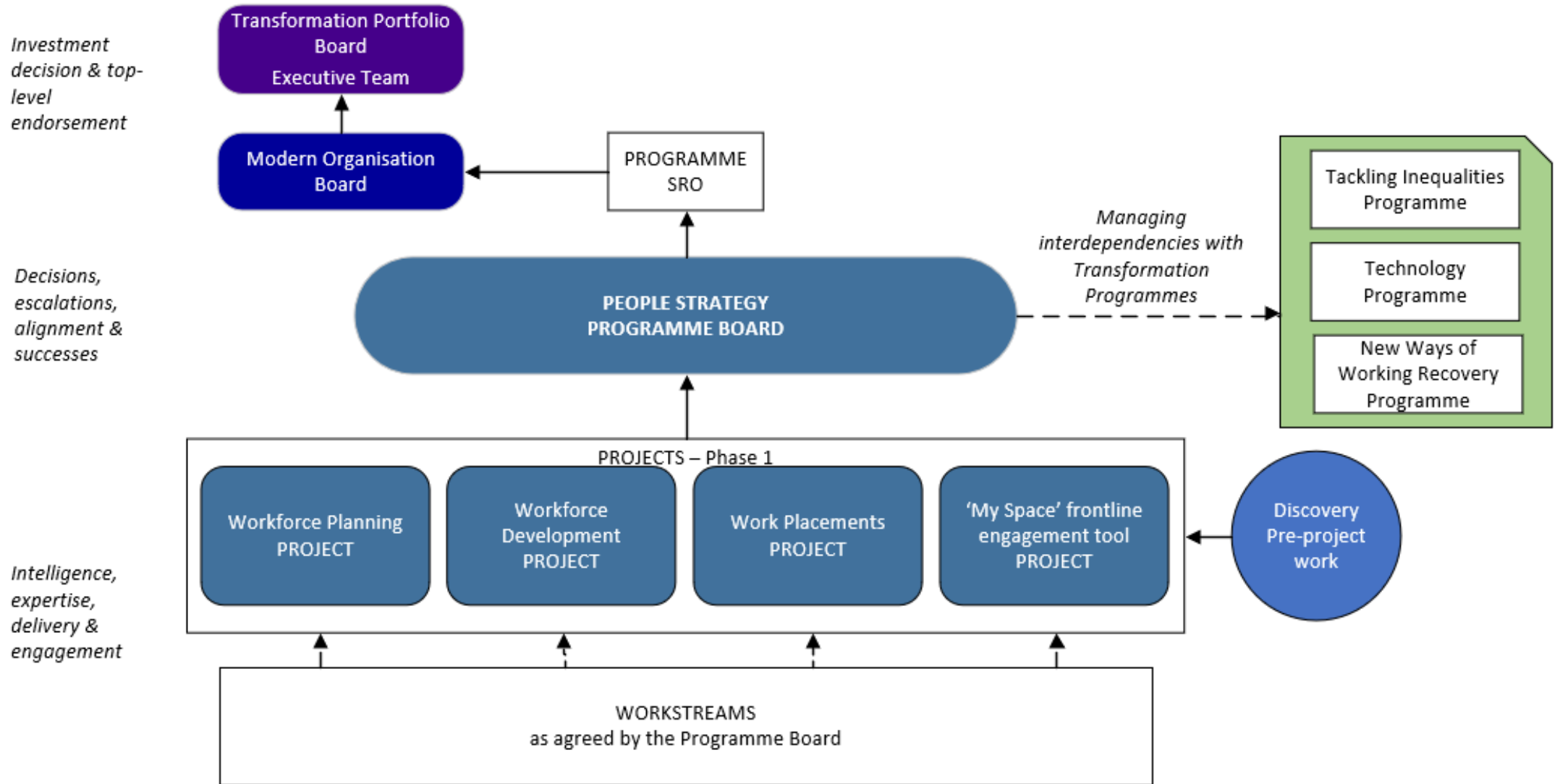
Healthy and well

Your wellbeing is as important to us as it is to you.

Employee benefits support you as an individual.

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People Strategy Programme - Governance Landscape Summary **APPENDIX 2**



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People Strategy Programme “big picture” – 3 phases

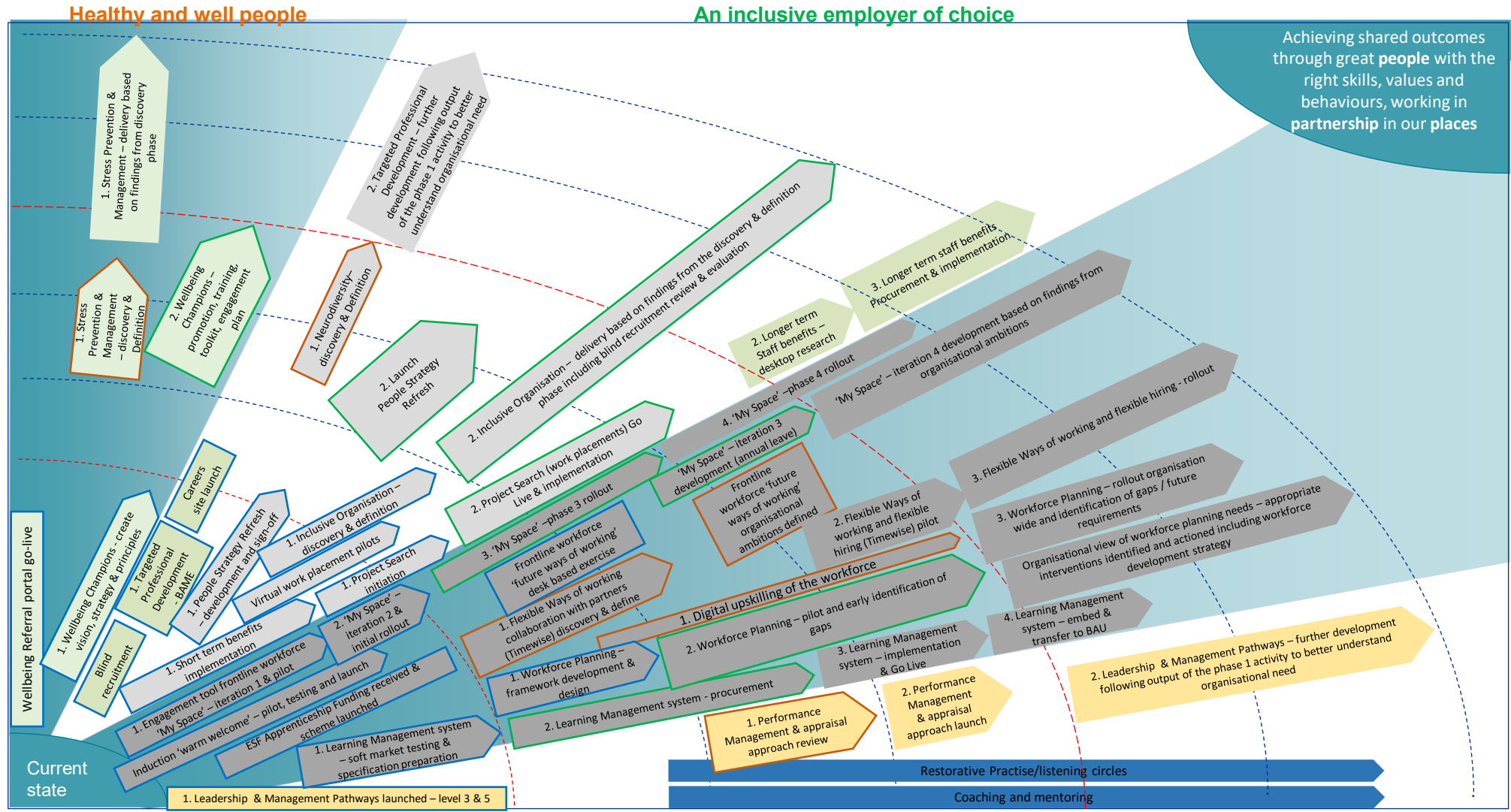
APPENDIX 3

Phase 1 – Setting the foundations
Oct 2021 to Jun 2022

Phase 2 – Responding to organisational need
Jul to Dec 2022

Phase 3 – Transition to business-as-usual & lessons learned
Jan to Mar 2023

- Complete
- On track
- Planning/re-planning underway



Sept 2020 – Sept 2021
Re-sequence & Re-prioritisation
Sept 2021
Oct – Dec 2021
Jan – Mar 2022
Apr – Jun 2022
GATEWAY REVIEW
Lessons learned & Benefits Realisation - informing Phase 2 delivery design
Jul – Sep 2022
Oct – Dec 2022
Jan – Mar 2023

PHASE 1
PHASE 2
TRANSFER TO BAU
Lessons Learned & Benefit Realisation

Re-prioritised Programme Summary

PROGRAMME THEME	PROJECT	PROJECT WORKSTREAM	PROJECT LEAD	PROJECT PHASE	PROGRAMME SEQUENCE		
EFFECTIVE AND COMPASSIONATE LEADERSHIP	PERFORMANCE MANAGEMENT & APPRAISAL REVIEW		SARAH HEATON	DELIVERY	PHASE 1		
HIGHLY SKILLED, FLEXIBLE & ENGAGED PEOPLE	WORKFORCE PLANNING		MICHELLE MOSS	DELIVERY	PHASE 1		
	FRONTLINE WORKFORCE FUTURE AMBITIONS		LISA MELIA	DELIVERY	PHASE 1		
	MY SPACE – FRONTLINE STAFF ENGAGEMENT TOOL		LISA MELIA	DELIVERY	PHASE 1		
	WORKFORCE DEVELOPMENT	DIGITAL UPSKILLING OF THE WORKFORCE		PAT LEWIS	DISCOVERY & DEFINE	PHASE 1	
		KIRKLEES LEADERSHIP & MANAGEMENT PATHWAY				PHASE 2 *	
		TARGETED PROFESSIONAL DEVELOPMENT				PHASE 2 *	
		WORKFORCE DEVELOPMENT STRATEGY INCLUDING APPRENTICESHIP STRATEGY				PHASE 2	
		LEARNING MANAGEMENT SYSTEM REPLACEMENT				DELIVERY	PHASE 1
		INDUCTION					PHASE 2 *
		NEURODIVERSITY – MANAGER SUPPORT					PHASE 2
DEVELOP, SUPPORT AND HARNESS WELLBEING CHAMPIONS			DELIVERY	PHASE 1			
FLEXIBLE WAYS OF WORKING - TIMEWISE		ADELE HUMBLE	DELIVERY	PHASE 1			
AN INCLUSIVE EMPLOYER OF CHOICE	WORK PLACEMENTS	PROJECT SEARCH	SIRAJ MAYET	DELIVERY	PHASE 1 (<i>optimum time phase 2</i>)		
		VIRTUAL WORK EXPERIENCE PLACEMENTS		TRANSFERRED TO BAU			
	DEVELOPING THE LONGER TERM BENEFITS OFFER		JANINE KING		PHASE 2		
	CAREERS SITE DEVELOPMENT		CHLOE THOMAS	COMPLETE & TRANSFER TO BAU			
	DEVELOPING AN INCLUSIVE ORGANISATION (Anti-racist lens)		ALISON MONKHOUSE	DELIVERY (workstream 1 and 2 DISCOVERY)	PHASE 1		
HEALTHY AND WELL PEOPLE	DEVELOPING OUR WELLBEING OFFER		JANINE KING	COMPLETE & TRANSFER TO BAU			
	PEOPLE WITH LONG COVID		LAURA PARSONS	BAU	REMOVE FROM PROGRAMME SCOPE		
	STRESS PREVENTION/ MANAGEMENT		JAYNE HEALEY	DISCOVERY	PHASE 1		

* PAUSE until phase 2 – No further development

People Strategy Programme– 12 month roadmap

Overall Programme RAG rating: **AMBER**

Complete	On track	May slip/ slipped non material	May slip with material impact
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◆ Decision Point
* Original deadline not achieved, re-planned

Achieving shared outcomes through great people with the right skills, values and behaviours, working in partnership in our places

Period:	Last period	Current period	Trend
Schedule	Red	Amber	↓
Resourcing	Red	Red	→
Stakeholders	Green	Green	→
Outcomes	Amber	Amber	→



Appendix 4

Summary

Action has continued to progress the decision at People Strategy Programme Board to streamline the volume of concurrent activity, and the 12 month roadmap above reflects re-planning.

The programme has an overall rating of amber as a result of on-going concerns over People Services capacity to lead project activity (risk R4), setbacks to the Learning Management System re-procurement (LMS) (I12), re-planning of two projects (issue I09 and I10 Timewise & Performance Management & Appraisal) due to an unplanned pause, and further delays resulting from increased staff absences due to covid, in particular the frontline workforce future working aspirations piece of work (I6) and the implications of this delay on further programme activity.

The budget request submitted for additional People Services resource to support the programme has been approved. Activity is underway to recruit to the positions and therefore it is expected the associated capacity risk will reduce once staff are in post in the first quarter 2022.

Dependencies:	Inter-dependencies
• Workforce Planning	• Recovery – transforming the way we work
• Future frontline worker ambitions	• Tackling Inequalities
• Technology Strategy	• Technology Strategy

Key risks and (mitigation)

- R4 Day job pressures prevent People Services from allocating time to lead project delivery. Additional resource allocated to ensure timely progress of the prioritised project activity.
- **REDUCED** R3 the programme has not been able to establish which interventions will result in the biggest impact and therefore should be prioritised for early delivery. Develop problem statements, understand root causes, baseline the current position and expected outcomes for each project. Sequence projects according to impact and interdependencies.
- R5 Scope overlap across other programmes (e.g. Tackling Inequalities, Technology Strategy, Recovery) and confusion over responsibility for delivery. Liaise with inter-dependent Programme Managers to agree responsibility for delivery.
- R1 Other priorities (including covid response limiting resources) there is a risk that enabling functions do not have capacity to deliver project activities on time. There are existing links with business continuity to ensure we are aware of any impact as early as possible.

Issues to report:

- I6 There is a need for further clarity on the organisations/individual's expectations for the future working practices for front line workers to inform the development of my space, digital upskilling and new ways of working (timewise) projects. The on-going impact of increased Covid related absences experienced by the frontline workforce means participation in the workshops in January/February is now unviable, and will be rescheduled in April. The impact of delaying this piece of work on the above projects has been accepted, non-dependent activity will continue to be progressed.

Activities completed last period & underway

My Space – Communications campaign for staff with access to increase take-up was postponed until this month, targeted communications are to be developed (26%). Development to enable messaging through the tool at Directorate level is awaiting Communications testing. Interest increased following promotion at Kirklees Leadership Forum, the rollout has therefore been accelerated (76% all staff).

Workforce Planning – 1st session of initial pilot complete with HD1 (13 Dec) further sessions scheduled. HR Partner Recruitment is underway (expected in post in April).

Inclusive Organisation – development of project plan and resource estimations complete (tabled at this board). Blind recruitment review underway (scheduled to be tabled at March board).

Workforce Development Wellbeing Champions - detailed planning and resource estimations underway, project initiated, project team established & activity commenced.

Refreshed People Strategy - Communication plan developed for the launch, launch at the Kirklees Leadership Forum in January and liaison with Restorative Team following feedback from TPB.

Activities due next period

LMS – due diligence with 2nd highest scoring bidder & contract award.

Workforce Development – scoping, planning and resource estimations for the digital upskilling.

Wellbeing champions – engagement with staff networks & existing champions, champion role defined & recommendation to establish as staff network (tabled March board).

My Space – approval to purchase further licences (as previously agreed at SLT), MS Teams functionality tested & accessible through the portal.

Workforce Planning – Preparations for 1st session with the next pilot group (IT) & repository for Workforce Plans and other contributory information developed.

Flexible Ways of Working (Timewise) – approach defined with supplier & high level plan developed.

Performance Management and Appraisal – re-planning & engagement with key stakeholders completed following unexpected pause.

Stress Prevention & Management – data analysis, identification of root cause & definition complete and tabled at March board.

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Name of meeting: Corporate Scrutiny Panel

Date: Monday 21st March 2022

Title of report: Financial Management Update - Council Capital Plan

Purpose of report

A high-level financial management update on the Council’s Capital Plan incorporating the financial position 2021/22, the multi-year Capital Plan and an overview of governance arrangements supporting the development, prioritisation, and delivery of the Capital Investment Programme.

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	No
Key Decision - Is it in the <u>Council’s Forward Plan (key decisions and private reports)?</u>	No
The Decision - Is it eligible for call in by Scrutiny?	No
Date signed off by <u>Strategic Director</u> & name	Rachel Spencer-Henshall: 9th March 2022
Is it also signed off by the Service Director for Finance	Eamonn Croston: 7th March 2022
Is it also signed off by the Service Director for Legal Governance and Commissioning	N/A
Cabinet member <u>portfolio</u>	Cllr Paul Davies

Electoral wards affected: All
Ward Councillors consulted: N/A
Public or Private: Public
Has GDPR been considered? Yes

1 SUMMARY

Current year update – 2021/22

- 1.1 The Council Budget Report presented to Cabinet on 1 February 2022 and approved at Budget Council on 16th February 2022 updated the capital budget for 2021/22 to £161.7m. The budget has since been updated with a further £3.2m re-profiled into subsequent financial years mainly due to slippage of schemes.
- 1.2 The Council’s revised capital budget for 2021/22 is £158.5m. The forecast capital outturn at Quarter 3 is £153.4m; forecast £5.1m variance. Of the forecast £5.1m variance, £3.6m relates to Highways due to reduced staffing and availability of both contractors and materials in relation to Covid.

Budget Council – multi-year capital plan refresh

- 1.3 Budget Council on 16th February 2022 approved a £1.259bn multi-year capital plan covering 2021/22 and the following 5 years.
- 1.4 Key highlights from the 2022/23 Council Budget Report include:
- i) The Capital Plan is split £964.5m General Fund and £294.9m Housing Revenue Account (HRA).
 - ii) Additional investment of £198m was built into the General Fund capital plan.
 - iii) Additional investment of £97m is included in the HRA capital plan.
- 1.5 A Capital Strategy (including prudential indicators) was also approved at Budget Council. One of the key prudential indicators (PI) compares the financing costs i.e., interest payable on loans and MRP (minimum revenue repayments), against the net revenue stream i.e., funding available from Council Tax, business rates and general government grants. The PI increases from 9.7% in 21/22 to 12.0% in 26/27.
- 1.6 The Capital Strategy outlines how governance arrangements are integrated into the annual planning cycle and setting budgets in the Council's medium-term financial plan. The governance arrangements relating to capital planning and compliance with the Council's Financial Procedure Rules (FPRs) are covered in section 2.
- 1.7 Appendix A details the in-year monitoring position as at Quarter 3. Appendices B and C summarise the refreshed multi-year plan and funding streams approved at Budget Council on 16th February 2022 inclusive of subsequent re-profiling identified in Quarter 3 monitoring.

2. INFORMATION REQUIRED TO TAKE A DECISION

2.1 Financial Governance

- 2.1.1 The presentation of the capital plan is based on primary outcomes, reflecting how the Council's investment proposals align with the Council's ambitions for its residents. Each primary outcome is further structured between strategic priorities, baseline programmes and one-off projects. The term primary outcome reflects the fact that schemes may contribute to several Council outcomes not just the primary outcome.
- 2.1.2 Capital projects can be high risk, high profile, and complex schemes delivered over multi-year periods. Many proposals are not fully funded e.g., via external grant, so it is important that a consistent and robust approach is adopted when prioritising and developing a Capital Investment Plan.
- 2.1.3 Business cases are an integral element of the process and are based on the Treasury Five Case Model framework. This assures a consistency in assessing strategic, economic, commercial, financial and management aspects of capital proposals. Business cases must be endorsed by the relevant Programme Board and Strategic Director before they can be considered for recommendation into the Capital Plan. Boards include:

- Children's Capital Board
- Adults Capital Delivery & Oversight Board
- Town Centre Programme Board (individual TC Project Boards report here)
- Major Projects Board
- Economy & Infrastructure Board (SLT)

- 2.1.4 Business cases are completed for strategic priorities and one-off capital projects with the level of detail being proportionate to the risk and complexity of the project. Baseline programmes e.g., Corporate Landlord, IT, HRA Adaptations etc. do not require individual business cases.
- 2.1.5 When the Council works in partnership with external bodies it may need to comply with other specific requirements e.g., Assurance Framework for schemes managed by WYMCA, business case assurance process for Dewsbury Town Deal projects.
- 2.1.6 The Capital Governance Board appraises bids based on Council priority outcomes, funding availability and affordability, and makes recommendations to the Executive Team. The multi-year plan is considered by Cabinet in January (FPR 3.7 & 3.9). Cabinet then recommends to Council in February each year, a multi-year Capital Investment Plan along with the prudential indicators and limits supporting the recommended capital investment (FPR 3.3 & 3.4).
- 2.1.7 Cabinet is responsible for implementing the Capital Plan within the resources allocated (FPR 3.6). In compliance with FPR 3.18, Cabinet is presented with a quarterly report on the overall management of the Capital Plan, including any transfer of resources (virement) within or between programmes. The Cabinet provides summary monitoring information to the Council twice a year.
- 2.1.8 The nature of capital programmes means the potential for material variations in profiled spend can be high e.g., the timing of when external funding is secured, the size and complexity of a scheme leading to longer lead in times than planned etc. As part of financial monitoring, officers review capital budget profiles in year and may recommend project/programme resources are re-profiled between years.
- 2.1.9 Cabinet is authorised to transfer resources within programme areas between any year within the approved capital plan (FPR 3.11.3), subject to the Chief Finance Officer being satisfied that there is no impact on capital funding stream because of the changes (FPR 3.14).
- 2.1.10 Continuing pressures associated with the pandemic and complexities associated with delivering large capital schemes has resulted in £74m of slippage in 2021/22 being re-profiled into future years of the plan. Cabinet approval to move budget allocations between years thereby reduces reported in-year variances.
- 2.1.11 A Project Management Office (PMO) structure has been developed to support strategic priorities within the Sustainable Economy outcome e.g., West Yorkshire Transport Schemes Transforming Cities Fund, etc. In addition, £6.55m was approved to support Gateway 1 Strategic Outline Case & Gateway 2 feasibility work to produce an Outline Business Case for the Cultural Heart project by July 2022.
- 2.1.12 The Council's procedures incorporate flexibility to enable emerging issues to be considered and recognised during the year. Quarterly financial monitoring reports

can be used as a method of taking new/amended capital proposals to Cabinet.

- 2.1.13 Any additional capital project proposed during the year must identify the source of funding e.g., grant or must ensure future years commitments are contained within the resourcing levels of the existing Medium Term Financial Strategy.
- 2.1.14 At outturn, capital underspends are normally assumed to roll forward into following financial years. The opportunity is taken to rephase existing planned investment to reflect realistic delivery timescales based on latest intelligence.
- 2.1.15 The Capital Governance Board reviews existing schemes to identify any funding shortfalls or changes to funding assumptions. Any priorities emerging since Budget Council are considered too.
- 2.1.16 The 2021/22 financial outturn report to Cabinet/Council later in the year will also consider the following in setting out updated spending and funding forecasts to help inform subsequent budget proposals:
- i) updated Corporate Plan, Council Strategies and Political Priorities
 - ii) Current year 2021/22 performance
 - iii) COVID-19 impact on current year and future years resourcing and spend forecasts
 - iv) emerging local, regional, and national intelligence
 - v) scenario/sensitivity modelling against volatile activity

3 Implications for the Council

- (i) Working with people
- (ii) Working with partners
- (iii) Place based working
- (iv) Climate Change & Air Quality
- (v) Improving outcomes for children
- (vi) Other Legal, Financial or other implications

- 3.1 Acknowledging the developing and challenging global ramifications from current events in Europe, and on the back of the global pandemic the Council's Medium-Term Financial Strategy, revenue, and capital budget plans, will continue to be reviewed over the coming months and emerging issues reported into the corporate member arena in a timely fashion.

4. Consultees and their opinions

Not applicable

5. Next steps and timelines

The Financial Outturn Report 2022/23 will be presented to Cabinet later in the year.

6. Officer recommendations and reasons

For Corporate Scrutiny Panel to note and discuss the contents of this report.

7. Cabinet Portfolio holder's recommendations

As above

8. Contact Officers

Phil Deighton, Head of Commercial Services

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Eamonn Croston, Service Director - Finance

eamonn.croston@kirklees.gov.uk Tel: 01484 221000

9. Background Papers and History of Decisions

Appendix A - Corporate Capital Budget Monitoring 2021/22 – Quarter 3/Month

Appendix B - Multi-Year Capital Plan

Appendix C - Capital Plan Funding Summary

10. Service Director responsible

Eamonn Croston, Service Director for Finance

Eamonn.croston@kirklees.gov.uk 01484 221000

	Budget Report	Budget Adjustment incl Re-profiling	Qtr 3 Revised Budget	Actuals to Date	Forecast	Variance	Variance
	£'000	£'000	£'000	£'000	£'000	£'000	%
General Fund							
Aspire & Achieve	19,895	(90)	19,805	11,605	19,666	(139)	(1%)
Best Start	611	0	611	81	611	0	0%
Independent	3,163	(279)	2,884	1,117	2,131	(753)	(26%)
Sustainable Economy	88,867	(100)	88,767	43,172	84,935	(3,832)	(4%)
Well	11,950	(1)	11,949	10,403	11,744	(205)	(2%)
Safe & Cohesive	0	0	0	(3)	0	0	0%
Clean and Green	5,755	1	5,756	4,033	5,756	0	0%
Efficient & Effective	3,815	0	3,815	681	3,668	(147)	(4%)
GENERAL FUND TOTAL	134,056	(469)	133,587	71,089	128,511	(5,076)	(4%)
Housing Revenue Account							
Strategic Priorities	7,309	(1,227)	6,082	3,400	6,082	0	0%
Baseline	20,326	(1,475)	18,851	12,421	18,782	(69)	0%
HOUSING REVENUE TOTAL	27,635	(2,702)	24,933	15,821	24,864	(69)	0%
CAPITAL PLAN TOTAL	161,691	(3,170)	158,520	86,910	153,375	(5,145)	(3%)

Capital Plan Expenditure Summary

Capital Plan Expenditure Summary	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	Total £'000
General Fund:							
Aspire & Achieve	19,805	14,628	14,650	28,150	6,150	3,000	86,383
Best Start	611	3,608	4,750	250	0	0	9,219
Independent	2,884	12,025	2,746	8,863	250	0	26,768
Sustainable Economy	88,767	155,603	175,362	159,767	133,000	35,852	748,351
Well	11,950	6,908	4,048	2,433	1,688	300	27,327
Safe & Cohesive	0	172	0	0	0	0	172
Clean & Green	5,755	6,147	18,166	6,200	14,994	1,584	52,846
Efficient & Effective	3,815	2,870	1,555	1,550	2,000	1,582	13,372
General Fund Capital Plan	133,587	201,961	221,277	207,213	158,082	42,318	964,438
Housing Revenue Account:							
Independent - Strategic Priorities	6,082	29,698	45,660	35,493	20,801	31,986	169,720
Independent - Baseline	18,851	26,509	20,753	15,759	16,936	26,414	125,222
HRA Capital Plan	24,933	56,207	66,413	51,252	37,737	58,400	294,942
TOTAL EXPENDITURE	158,520	258,168	287,690	258,465	195,819	100,718	1,259,380

Capital Plan Funding Summary

Appendix C

General Fund Funding Summary	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	Total £'000
<i>Direct / Earmarked Contributions to Schemes</i>							
Capital Grants/Contributions	57,726	79,679	90,004	48,023	58,050	32,484	365,966
Earmarked Capital Receipts	3,686	3,138	2,165	4,915	50,482	532	64,918
Service Funded Prudential Borrowing	4,028	4,071	931	3,950	4,350	400	17,730
Revenue Contributions	250	250	250	225	0	0	975
<i>Pooled Resources</i>							
Non-Earmarked Capital Receipts	3,100	3,352	3,500	3,500	3,500	3,500	20,452
Corporate Prudential Borrowing	64,797	111,471	124,427	146,600	41,700	5,402	494,397
GENERAL FUND FUNDING	133,587	201,961	221,277	207,213	158,082	42,318	964,438

Housing Revenue Account Funding Summary	2021/22 £'000	2022/23 £'000	2023/24 £'000	2024/25 £'000	2025/26 £'000	2026/27 £'000	Total £'000
<i>Direct / Earmarked Contributions to Schemes</i>							
Capital Grants/Contributions	203	3,436	3,399	2,302	3,465	6,502	19,307
Earmarked Capital Receipts	2,194	8,896	13,599	11,296	3,868	4,293	44,146
Reserves / Revenue Contributions	7,658	16,691	18,856	4,897	9,107	26,139	83,348
Reserves - MRR	12,939	19,654	13,459	17,757	17,757	17,757	99,323
Corporate Prudential Borrowing	1,939	7,530	17,100	15,000	3,540	3,709	48,818
HRA FUNDING	24,933	56,207	66,413	51,252	37,737	58,400	294,942