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

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Friday 4 March 2022

Notice of Meeting

Dear Member

Personnel Committee

The **Personnel Committee** will meet in the **Reception Room - Town Hall, Huddersfield** at **11.00 am** on **Monday 14 March 2022**.

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".

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 Personnel Committee members are:-

Member

Councillor Shabir Pandor (Chair)
Councillor Paul Davies
Councillor Peter McBride
Councillor Naheed Mather
Councillor Cathy Scott
Councillor Donald Firth
Councillor David Hall
Councillor John Taylor
Councillor John Lawson
Councillor Susan Lee-Richards

When a Personnel Committee member cannot be at the meeting another member can attend in their place from the list below:-

Substitutes Panel

Conservative

B Armer
A Gregg
V Lees-Hamilton
R Smith
M Thompson
N Patrick

Green

K Allison

Independent

T Lyons
C Greaves

Labour

M Akhtar
E Firth
S Hall
M Kaushik
J Ramsay
M Sokhal

Liberal Democrat

PA Davies
A Marchington
A Munro
A Pinnock

Agenda

Reports or Explanatory Notes Attached

Pages

1: Membership of the Committee

The Committee will be advised of any apologies of absence, or substitutions to membership.

2: Minutes of Previous Meeting

1 - 4

To receive the Minutes of the meeting of the Committee held on 2 November 2021.

3: Interests

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 agenda items will be considered in public session, however, it shall be advised whether the Committee will consider any matters in private by virtue of the reports containing information which falls within a category of exempt information as contained at Schedule 12A of the Local Government Act 1972.

5: Deputation/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 Committee will hear any questions from the general public.

7: Pay Policy Statement 2022-2023

5 - 22

To receive the Pay Policy Statement 2022-2023 in advance of the Statement being considered by Council on 16 March 2022.

Contact: Deborah Lucas, Head of People Services

8: Update on the People Strategy and Workforce Planning

23 - 42

To receive an update the People Strategy programme of work and the ongoing recruitment and workforce planning challenges facing the Council.

Contact: Deborah Lucas, Head of People Services

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Contact Officer: Andrea Woodside

KIRKLEES COUNCIL

PERSONNEL COMMITTEE

Tuesday 2nd November 2021

Present: Councillor Shabir Pandor (Chair)
Councillor Paul Davies
Councillor Donald Firth
Councillor David Hall
Councillor John Lawson
Councillor Susan Lee-Richards
Councillor Naheed Mather
Councillor Cathy Scott
Councillor John Taylor

1 Membership of the Committee

Councillor Sokhal substituted for Councillor McBride.

2 Minutes of Previous Meeting

RESOLVED – That the Minutes of the Meeting held on 3 March 2021 be approved as a correct record.

3 Interests

No interests were declared.

4 Admission of the Public

It was noted that all agenda items would be considered in public session.

5 Deputation/Petitions

No deputations or petitions were received.

6 Public Question Time

No questions were asked.

7 Update on Recruitment Challenges

The Committee received a report which provided an update on current recruitment challenges, and the mitigation strategies which were being put in place to address the challenges.

The report provided the context of the national labour shortage and the impact of that locally, which had exacerbated difficulty in recruiting, particularly in certain service areas. Appendix 1 to the report set out a statistical comparison of post leavers in 2020 and 2021, along with figures reflecting an increase in early retirements.

Personnel Committee - 2 November 2021

The Committee were advised that recruitment had continued throughout the pandemic, and that, while there was an increase in the volume of applications received for most jobs, which was now subsiding, there had not been a noticeable increase in applications for roles which were difficult to fill. Appendix 2 to the report set out information on recruitment activity comparator data for 2020 and 2021. It was noted that difficulties in recruiting to posts that were traditionally difficult to fill, including social care and social work, were exacerbated by current labour market trends.

The report reflected upon the success of the Council in recruiting a large number of covid community support officers to support the pandemic response and advised that a project was currently underway to support the retention of officers.

With regards to addressing the challenges ahead, Appendix 3 to the report set out pathways into engagement and work that had been achieved through support into employment initiatives. The Committee were advised of a project to develop and embed a consistent approach to workforce planning, which would be initially piloted in hard to recruit areas, prior to being rolled out further. Information was also provided as to the refresh of the People Strategy, which was about to be launched and would focus upon the outcomes of (i) healthy and well people (ii) being an inclusive employer of choice (iii) having highly skilled, flexible and engaged people and (iv) effective and compassionate leadership.

The Committee noted the content of the report, and discussion took place in regard to (i) current numbers of vacancies (ii) application of the flexible retirement policy (iii) use of exit surveys (iv) making KMC an employer of choice, and enhancing conditions to help achieve this (v) the need to increase the range of opportunities for existing employees and (vi) the utilisation of job fairs to attract employees.

The Committee were advised that there were currently 153 candidates in the pre-employment screening process and that work was taking place to reduce the current recruitment process, which took an average of 90 days. It was noted that overall there were approximately 8,800 employees, not including those employed within local authority schools.

It was agreed that a meeting be convened in approximately 4 months time to receive a further update on the number of vacancies, the work undertaken to progress the mitigation strategies as set out in the report, and further information on the Project SEARCH intern scheme.

The Committee were also provided with an update on appointments within senior management and it was noted that the recruitment process for the posts of Service Director – Culture and Visitor Economy and Service Director – Skills and Regeneration was now complete. Approval was sought to progress the post of Service Director – Highways and Streetscene to advert.

Personnel Committee - 2 November 2021

RESOLVED -

- 1) That the recruitment and retention challenges faced by the Council, as set out within the report be noted, and that the actions and strategies to address these challenges be endorsed.
- 2) That approval be given for a recruitment process to be undertaken for the post of Service Director – Highways and Streetscene.

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Name of meeting: Personnel Committee (Reference to Council)
Date: Personnel Committee :14th March 2022
 Council: 16th March 2022
Title of report: Pay Policy Statement 2022/23

Purpose of report

To comply with the requirements of Sections 38 – 43 of the Localism Act 2011, that the authority produces a policy statement that covers matters concerning the pay of the authority’s principal Chief Officers.

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?	Not Applicable
Key Decision - Is it in the Council’s Forward Plan (key decisions and private reports?)	No – Not Applicable
The Decision - Is it eligible for call in by Scrutiny?	No
Date signed off by Strategic Director & name	Rachel Spencer-Henshall 10th February 2022
Is it also signed off by the Service Director (Finance)?	Eamonn Croston 10th February 2022
Is it also signed off by the Service Director for Legal Governance and Commissioning?	Julie Muscroft 10th February 2022
Cabinet member portfolio	Cllr Shabir Pandor, Leader of the Council

Electoral wards affected: All

Ward councillors consulted: All

Public or private: Public

GDPR: This report contains no information that falls within the scope of the General Data Protection Regulation.

1. Summary

- 1.1 Sections 38 – 43 of the Localism Act 2011 requires that the authority produce a policy statement that covers several matters concerning the pay of the authority's staff, principally Chief Officers. The attached policy statement appendices meet the requirements of the Localism Act.
- 1.2 Section 39 (1) of the Localism Act 2011 specifically include the requirement that a relevant authority's pay policy statement must be approved by a resolution of the authority before it comes into force, and as per Section 39 (3) of the Act, that each subsequent annual statement must be prepared and approved before the end of the 31 March immediately preceding the financial year to which it relates.

2. Information required to take a decision

- 2.1 The report is submitted to ensure that the Council complies with the requirements of Sections 38 – 43 of the Localism Act 2011. This requires the Council to produce an annual pay policy statement that covers matters concerning the pay of the authority's principal Chief Officers. It also requires a Council resolution to approve the annual statement before the end of the 31 March immediately preceding the financial year to which it relates.
- 2.2 This policy also has some connection with the data on pay and rewards for staff which the Authority publishes under the Code of Recommended Practice for Local Authorities on Data Transparency and the data which is published under The Accounts and Audit (England) Regulations (2015). This policy statement does not cover or include school staff and is not required to do so.
- 2.3 The proposed 2022/23 Pay Policy Statement is attached in more detail for Council approval as follows:

Appendices

- Ai) Kirklees Pay Policy Statement 2022/23
Remuneration of Chief Officers
Kirklees Council Single Status Grades (1st April 2020) this will be subject to the national pay award consultations for 2021/22 and 2022/23.
Range of Policies

3. Implications for the Council

- 3.1 Working with people
N/A
- 3.2 Working with partners
N/A
- 3.3 Place based working
N/A
- 3.4 Improving outcomes for children

N/A

3.5 There is sufficient revenue budgetary provision within the approved budget plans for 2022/23 to implement the attached 2022/23 pay policy statement.

4. **Next steps and timelines**

Publish the Pay Policy Statement on the Council's Internet site, to meet the requirements of the Localism Act.

5. **Officer recommendations and reasons**

That Personnel Committee notes, and Council approves the annual Pay Policy Statement attached to this report in accordance with the 2011 Localism Act.

6. **Cabinet portfolio holder's recommendations**

That Personnel Committee note, and Council approves the annual Pay Policy Statement for 2022-23.

7. **Contact officer**

Deborah Lucas – Head of People Services

Margaret Lunn – Human Resources Partner, People Services

8. **Background Papers and History of Decisions**

2021-22 Pay Policy Statement approved and published on the Council Website.
Government

Pay policy statement guidance: [Openness and accountability in local pay: supplementary guidance - GOV.UK](#)

9. **Service Director responsible**

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

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Kirklees Council – Pay Policy Statement

1 April 2022 to 31 March 2023

Introduction

Sections 38 – 43 of the Localism Act 2011 requires that the authority produce a policy statement that covers matters concerning the pay of the authority's staff, principally Chief Officers. This policy statement meets the requirements of the Localism Act in this regard and also meets the requirements of guidance issued by the Secretary of State for Communities and Local Government to which the authority is required to have regard under Section 40 of the Act. This policy also has some connection with the data on pay and rewards for staff which the Authority publishes under the Code of Recommended Practice for Local Authorities on Data Transparency and the data which is published under The Accounts and Audit (England) Regulations (2015). This policy statement does not cover or include school staff and is not required to do so.

Definition of officers covered by the Policy Statement

This policy statement covers the following posts:

- a) Head of the Paid Service, which in this authority is the post of
 - Chief Executive.

- b) Monitoring Officer, which in this authority is the post of
 - Service Director Governance & Commissioning

- c) Statutory Chief Officers, which in this authority are the posts of
 - Strategic Director - Children & Families
 - Strategic Director - Adults & Health
 - Strategic Director - Corporate Strategy, Commissioning & Public Health
 - Service Director – Finance – Section 151 Officer

- d) Non-statutory Chief Officers, which in this authority is the post of
 - Strategic Director - Environment & Climate Change
 - Strategic Director - Growth & Regeneration

- e) Deputy Chief Officers, (those who report directly to a Statutory or Non-Statutory Chief Officer) which in this authority are the posts of:
 - Service Director – Child Protection & Family Support
 - Service Director – Learning & Early Support
 - Service Director – Resources, Improvement & partnerships
 - Service Director – Integrated Commissioning
 - Service Director – Customers & Communities
 - Service Director – Adults Social Care Operation
 - Service Director – Learning Disabilities & Mental Health
 - Service Director – Development
 - Service Director – Homes & Neighbourhoods
 - Service Director – Skills & Regeneration
 - Service Director – Environmental Strategy & Climate Change

- Service Director – Culture & Visitor Economy
- Service Director – Highways & Streetscene
- Service Director – Strategy & Innovation
- Head of People Services
- Consultant in Public Health
- Head of Health Protection
- Head of Accountancy
- Head of Commercial Services
- Head of Welfare & Exchequer Services
- Head of Finance

Policy on remunerating Chief Officers

The authority's policy on remunerating Chief Officers is set out on the schedule that is attached to this policy statement at Appendix A. It is the policy of this authority to establish a remuneration package for each Chief Officer post that is sufficient to attract and retain staff of the appropriate skills, knowledge, experience, abilities, and qualities that is consistent with the authority's requirements of the post in question at the relevant time, which may include reference to appropriate benchmarks.

Following the implementation of Single status, all Chief Officers are paid in accordance with the Council's pay spine including national pay awards.

Policy on remunerating the lowest paid in the workforce.

The authority applies terms and conditions of employment that have been negotiated and agreed through appropriate collective bargaining mechanisms (national or local) or as a consequence of authority decisions, these are then incorporated into contracts of employment. This authority revised the pay spine with effect from 1 April 2019 to recognise the implementation of the national minimum wage. The lowest pay point in this Authority, is Grade 1, Spinal Column Point (SCP) 1; £9.25 hourly rate.

The pay rate is increased in accordance with any pay settlements which are reached through the National Joint Council for Local Government Services. (The 2020 pay spine shown at Appendix B, will be subject to the national pay award consultations, for 2021/22 and 2022/23).

The authority reviewed and implemented apprenticeship rates of pay from the 1st of April 2019. The rates of pay for 2022/23 are Year 1 £9.18 hourly rate and Year 2 onwards £9.50 hourly rate. The rates are paid to all apprentices and is no longer related to the age of the apprentice. The apprenticeship rates are increased in accordance with the national minimum wage and national living wage requirements

Policy on the relationship between Chief Officer Remuneration and that of other staff

The highest paid (actual) salary in this authority is £171,576 which is paid to Jacqui Gedman. The median (full time equivalent) salary* in this authority (not including Schools or other external organisations) is £21,748 top of Grade 6 SCP 11.

***Median**

The median is the value falling in the middle when the data items are arranged in an array of either ascending or descending order. If there is an odd number of items, the median is the value of the middle item. If there is an even number of items, the median is obtained by taking the mid points of the two middle points (add middle points together and divide by 2).

Excluded: Kirklees active Leisure, Maintained Schools, Academies, Claiming Teachers, Temp Direct, Teachers pensions, Casual and Paymaster Only Contracts, any record where the actual salary is zero.

The ratio between the two salaries, the 'pay multiple', is 7.89:1.

This authority does not have a policy on maintaining or reaching a specific 'pay multiple', however the authority is conscious of the need to ensure that the salary of the highest paid employee is not excessive and is consistent with the needs of the authority as expressed in this policy statement and its wider pay policy and approach.

The authority's approach to the payment of other staff is to pay that which the authority needs to pay to recruit and retain staff with the skills, knowledge, experience, abilities, and qualities needed for the post in question at the relevant time, which may include reference to appropriate benchmarks, and to ensure that the authority meets any contractual requirements for staff including the application of any local or national collective agreements, or authority decisions regarding pay.

Policy on other aspects of Chief Officer Remuneration

Other aspects of Chief Officer remuneration are appropriate to be covered by this policy statement, these other aspects are defined as recruitment, pay increases, additions to pay, performance related pay, earn back, bonuses, termination payments, transparency, and re-employment when in receipt of a Local Government Pension Scheme (LGPS) pension or a redundancy/severance payment. These matters are addressed in the schedule that is attached to this policy statement at Appendix C).

Approval of Salary Packages in excess of £100k

The authority will ensure that, at the latest before an offer of appointment is made, any salary package for any new post that is not currently included within Appendix A (not including schools and any initial transfer to the Council under TUPE), that is in excess of £100k will be considered by full Council. The salary package will be defined as base salary, any bonuses, fees, routinely payable allowances, and benefits in kind that are due under the contract.

Flexibility to address recruitment issues for vacant posts

In the vast majority of circumstances, the provisions of this policy will enable the authority to ensure that it can recruit effectively to any vacant post. There may be exceptional circumstances when there are recruitment or retention difficulties for a particular post and where there is evidence that an element or elements of the remuneration package are not sufficient to secure an effective appointment or retention through for example market supplements or recruitment and retention payments. This policy statement recognises that this

situation may arise in exceptional circumstances and therefore a departure from this policy can be implemented without having to seek full Council approval for a change of the policy statement. Such a departure from this policy will be expressly justified in each case and will be approved through an appropriate authority decision making route.

Policy for future years

This policy statement will be reviewed each year and will be presented to full Council each year for consideration in order to ensure that a policy is in place for the authority prior to the start of each financial year.

Remuneration of Chief Officers

Appendix A

Job Category	Employment Conditions either Chief Execs, Chief Officer or Local Government Scheme (LGS)	Post Title	Salary Band* **	Expenses	Performance Related Pay (PRP) Arrangements	Earn Back Arrangements	Bonus	Non-Cash Benefits	Election Fees	Any Joint Authority Payments
A Head of Paid Service	LGS	Chief Executive	£155,000 - £184,999	Kirklees has a common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	Contract includes duties of returning officer for District, Parliamentary & European elections. The LA receives the income from National Government for the Parliamentary and European elections. For Referenda separate fees are paid to the officer.	No
B Monitoring Officer	LGS	Service Director Governance & Commissioning (Monitoring Officer)	£85,000 - £104,999	Kirklees has a common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	No	No
C Statutory Chief Officers	LGS	Strategic Director Children & Families	£120,000 - £139,999	Kirklees has a common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	No	No
C Statutory Chief Officers	LGS	Strategic Director Adults & Health	£120,000 - £139,999	Kirklees has a common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	No	No
C Statutory Chief Officers	LGS	Strategic Director - Corporate Strategy,	£120,000 - £139,999	Kirklees has a common set of Terms and Conditions that	No	No	No	No	No	No

Job Category	Employment Conditions either Chief Execs, Chief Officer or Local Government Scheme (LGS)	Post Title	Salary Band* **	Expenses	Performance Related Pay (PRP) Arrangements	Earn Back Arrangements	Bonus	Non-Cash Benefits	Election Fees	Any Joint Authority Payments
		Commissioning & Public Health		applies to all staff. Entitled to claim.						
C Statutory Chief Officers	LGS	Service Director - Finance (Section 151 Officer)	£85,000 - £104,999	Kirklees has a common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	No	No
D Non -Statutory Chief Officers	LGS	Strategic Director Environment & Climate Change	£120,000 - £139,999	Kirklees has a common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	No	No
D Non -Statutory Chief Officers	LGS	Strategic Director Growth & Regeneration	£120,000 - £139,999	Kirklees has a common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	No	No
E Deputy Chief Officer (those who report to a Statutory or Non-Statutory Chief Officer)	LGS	Service Director - Child Protection & Family Support	£85,000 - £104,999	Kirklees has a common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	No	No
E Deputy Chief Officer (those who report to a Statutory or Non-Statutory Chief Officer)	LGS	Service Director - Learning & Early Support	£85,000 - £104,999	Kirklees has a common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	No	No

Job Category	Employment Conditions either Chief Execs, Chief Officer or Local Government Scheme (LGS)	Post Title	Salary Band* **	Expenses	Performance Related Pay (PRP) Arrangements	Earn Back Arrangements	Bonus	Non-Cash Benefits	Election Fees	Any Joint Authority Payments
E Deputy Chief Officer (those who report to a Statutory or Non-Statutory Chief Officer)	LGS	Service Director - Resources, Improvement & Partnerships	£85,000 - £104,999	Kirklees has a common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	No	No
E Deputy Chief Officer (those who report to a Statutory or Non-Statutory Chief Officer)	LGS	Service Director – Integrated Commissioning	£85,000 - £104,999	Kirklees has a common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	No	No
E Deputy Chief Officer (those who report to a Statutory or Non-Statutory Chief Officer)	LGS	Service Director - Customers & Communities	£85,000 - £104,999	Kirklees has a common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	No	No
E Deputy Chief Officer (those who report to a Statutory or Non-Statutory Chief Officer)	LGS	Service Director -Adult Social Care Operation	£85,000 - £104,999	Kirklees has a common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	No	No
E Deputy Chief Officer (those who report to a Statutory or Non-Statutory Chief Officer)	LGS	Service Director -Learning Disabilities & Mental Health	£85,000 - £104,999	Kirklees has a common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	No	No
E Deputy Chief Officer (those who report to a Statutory or Non-Statutory Chief Officer)	LGS	Service Director - Development	£85,000 - £104,999	Kirklees has a common set of Terms and Conditions that	No	No	No	No	No	No

Job Category	Employment Conditions either Chief Execs, Chief Officer or Local Government Scheme (LGS)	Post Title	Salary Band* **	Expenses	Performance Related Pay (PRP) Arrangements	Earn Back Arrangements	Bonus	Non-Cash Benefits	Election Fees	Any Joint Authority Payments
				applies to all staff. Entitled to claim.						
E Deputy Chief Officer (those who report to a Statutory or Non-Statutory Chief Officer)	LGS	Service Director - Homes & Neighbourhoods	£85,000 - £104,999	Kirklees has a common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	No	No
E Deputy Chief Officer (those who report to a Statutory or Non-Statutory Chief Officer)	LGS	Service Director - Skills & Regeneration	£85,000 - £104,999	Kirklees has a common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	No	No
E Deputy Chief Officer (those who report to a Statutory or Non-Statutory Chief Officer)	LGS	Service Director - Environmental Strategy & Climate Change	£85,000 - £104,999	Kirklees has a common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	No	No
E Deputy Chief Officer (those who report to a Statutory or Non-Statutory Chief Officer)	LGS	Service Director - Culture & Visitor Economy	£85,000 - £104,999	Kirklees has a common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	No	No
E Deputy Chief Officer (those who report to a Statutory or Non-Statutory Chief Officer)	LGS	Service Director - Highways & Streetscene	£85,000 - £104,999	Kirklees has a common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	No	No

Job Category	Employment Conditions either Chief Execs, Chief Officer or Local Government Scheme (LGS)	Post Title	Salary Band* **	Expenses	Performance Related Pay (PRP) Arrangements	Earn Back Arrangements	Bonus	Non-Cash Benefits	Election Fees	Any Joint Authority Payments
E Deputy Chief Officer (those who report to a Statutory or Non-Statutory Chief Officer)	LGS	Service Director - Strategy & Innovation	£85,000 - £104,999	Kirklees has a common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	No	No
E Deputy Chief Officer (those who report to a Statutory or Non-Statutory Chief Officer)	LGS	Head of People Service	£70,000 - £89,999	Kirklees has a common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	No	No
E Deputy Chief Officer (those who report to a Statutory or Non-Statutory Chief Officer)	LGS	Consultant in Public Health	£70,000 - £89,999	Kirklees has a common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	No	No
E Deputy Chief Officer (those who report to a Statutory or Non-Statutory Chief Officer)	LGS	Head of Health Protection	£70,000 - £89,999	NHS agenda for change has common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	No	No
E Deputy Chief Officer (those who report to a Statutory or Non-Statutory Chief Officer)	LGS	Head of Accountancy	£50,000 - £64,999	Kirklees has a common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	No	No

Job Category	Employment Conditions either Chief Execs, Chief Officer or Local Government Scheme (LGS)	Post Title	Salary Band* **	Expenses	Performance Related Pay (PRP) Arrangements	Earn Back Arrangements	Bonus	Non-Cash Benefits	Election Fees	Any Joint Authority Payments
E Deputy Chief Officer (those who report to a Statutory or Non-Statutory Chief Officer)	LGS	Head of Commercial Services	£50,000 - £64,999	Kirklees has a common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	No	No
E Deputy Chief Officer (those who report to a Statutory or Non-Statutory Chief Officer)	LGS	Head of Welfare & Exchequer Services	£50,000 - £64,999	Kirklees has a common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	No	No
E Deputy Chief Officer (those who report to a Statutory or Non-Statutory Chief Officer)	LGS	Head of Finance	£50,000 - £64,999	Kirklees has a common set of Terms and Conditions that applies to all staff. Entitled to claim.	No	No	No	No	No	No

* Salary is Full Time Equivalent - salary bands quoted reflect pay levels as of 1 April each year

** 2021 and 2022 Salaries are still to be confirmed salary band based on 2020 salaries

Kirklees Council Single Status Salary Grades

Appendix B

Grade	SCP	Salary		Grade	SCP	Salary
Apprentice	Year 1	£17,710		14	40	£43,857
Apprentice	Year 2	£18,328		14	41	£44,863
1	1	£17,842		14	42	£45,859
2	2	£18,198		15	43	£46,845
3	3	£18,562		15	44	£47,718
4	4	£18,933		15	45	£48,636
4	5	£19,312		16	46	£49,497
5	5	£19,312		16	47	£50,396
5	6	£19,698		17	48	£51,278
6	7	£20,092		17	49	£52,173
6	8	£20,493		17	50	£53,070
6	9	£20,903		18	51	£53,984
6	10	£21,322	Not used	18	52	£54,722
6	11	£21,748		18	53	£55,844
Unused	12	£22,183		19	54	£56,799
Unused	13	£22,627		19	55	£57,779
7	14	£23,080		19	56	£59,120
7	15	£23,541		19	57	£63,449
7	16	£24,012	Not Used	20	58	£71,224
7	17	£24,491		20	59	£76,415
Unused	18	£24,982		20	60	£81,996
8	19	£25,481		21	61	£81,638
8	20	£25,991		21	62	£87,603
8	21	£26,511	Not Used	21	63	£93,978
8	22	£27,041		22	64	£89,830
9	23	£27,741		22	65	£96,594
9	24	£28,672		22	66	£103,353
9	25	£29,577		23	67	£123,238
9	26	£30,451		23	68	£126,232
10	27	£31,346		23	69	£129,400
10	28	£32,234		23	70	£132,481
10	29	£32,910		23	71	£135,563
10	30	£33,782		24	72	£155,978
11	31	£34,728		24	73	£161,179
11	32	£35,745		24	74	£166,376
11	33	£36,922		24	75	£171,576
12	34	£37,890		24	76	£176,775
12	35	£38,890		24	77	£181,977
12	36	£39,880				
13	37	£40,876				
13	38	£41,881				
13	39	£42,821				

*Revised Pay spine Implemented 1st April 2019

** 2021 and 2022 Salaries are still to be confirmed salary band based on 2020 salaries

*** Apprenticeship rates of pay are increased in accordance with the national minimum wage and national living wage requirements (rates shown are from 01.04.2022).

Range of Kirklees Policies

Appendix C

Aspect of Chief Officer Remuneration	Authority Policy
Recruitment	The post will be advertised and appointed to at the appropriate approved salary for the post in question level unless there is good evidence that a successful appointment of a person with the required skills, knowledge, experience, abilities, and qualities cannot be made without varying the remuneration package. In such circumstances a variation to the remuneration package is appropriate under the authority's policy and any variation will be approved through the appropriate authority decision making process.
Pay Increases	The authority will apply any pay increases that are agreed by relevant national negotiating bodies and/or any pay increases that are agreed through local negotiations. Following the implementation of Single status, all Chief officers are paid in accordance with the Council's pay spine including national pay awards. The authority will also apply any pay increases that are as a result of authority decisions to significantly increase the duties and responsibilities of the post in question beyond the normal flexing of duties and responsibilities that are expected in senior posts.
Additions to Pay	The authority would not make additional payments beyond those specified in the appropriate policies i.e., Market Rate Supplement, Recruitment and Retention, Acting Up or Honoraria payments.
Performance Related Pay (PRP)	The authority does not operate a performance related pay system as it believes that it has sufficiently strong performance management arrangements in place to ensure high performance from its senior officers. Any areas of under-performance are addressed rigorously by utilising the Performance Management system.
Earn-Back (Withholding an element of base pay related to performance)	The authority does not operate an earn-back pay system as it believes that it has sufficiently strong performance management arrangements in place to ensure high performance from its senior officers. Any areas of under-performance are addressed rigorously.
Bonuses	The authority does not pay bonus payments to senior officers.

Aspect of Chief Officer Remuneration	Authority Policy
Termination Payments	The authority applies its normal redundancy payments arrangements to senior officers and does not have separate provisions for senior officers. The authority also applies the appropriate Pensions regulations when they apply. The authority has agreed policies in place on how it will apply any discretionary powers it has under Pensions regulations. Any costs that are incurred by the authority regarding senior officers are published in the authority accounts as required under the Accounts and Audit (England) Regulations 2015.
Transparency	The authority meets its requirements under the Localism Act, the Code of Practice on Data Transparency and the Accounts and Audit Regulations in order to ensure that it is open and transparent regarding senior officer remuneration.
Re-employment of staff in receipt of a Local Government Pension Scheme Pension or a redundancy/severance payment	<p>The authority is under a statutory duty to appoint on merit and has to ensure that it complies with all appropriate employment and equalities legislation. The authority will always seek to appoint the best available candidate to a post who has the skills, knowledge, experience, abilities, and qualities needed for the post.</p> <p>The authority will therefore consider all applications for candidates to try to ensure the best available candidate is appointed. If a candidate is a former employee in receipt of an LGPS pension or a redundancy payment this will not rule them out from being re-employed by the authority. Clearly where a former employee left the authority on redundancy terms then the old post has been deleted and the individual cannot return to the post as it will not exist.</p> <p>The authority will apply the provisions of the Redundancy Payments Modification Order regarding the recovery of redundancy payments if this is relevant. Pensions Regulations also have provisions to reduce pension payments in certain circumstances to those who return to work within the local government service.</p>

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Name of meeting: Personnel Committee

Date: 14th March 2022

Title of report: Update on the People Strategy and Workforce Planning

Purpose of report: To update Personnel Committee on the People Strategy programme of work and the ongoing recruitment and workforce planning 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 Chief Executive	Jacqui Gedman – 4 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 these since the previous Personnel Committee meeting in November 2021
 - the proposal for Personnel Committee to have oversight of the investment in workforce planning, including priority action areas.

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. Update on Recruitment and Retention Challenges

3.1 At the previous Personnel Committee meeting in November, the national and local challenges relating to recruitment and retention were discussed at length. Unfortunately, those challenges 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 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, following a period of significant recruitment, 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 the previous Personnel Committee there was a discussion about reaching out and engaging 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 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 Personnel Committee Oversight of Investment in Workforce Planning

4.1 In recognition of the significant labour market challenges being faced, the recent budget report identified £4.7m for investment in workforce planning. Significant work is already underway across the Council to support workforce planning and Strategic Directors are working hard with their services to draw together action plans to support this.

4.2 It is important to ensure that budgets allocated to support workforce planning are prioritised to critical areas. An assurance process is therefore being established which will require fully costed, evidence based business cases to be scrutinised, prioritised and approved by the Executive Team.

4.3 To ensure that Personnel Committee maintains oversight of this activity and has assurance on the effectiveness of relevant strategies adopted, it is proposed to bring regular updates to this Committee on those areas approved for investment

5.0 Recommendations

5.1 It is recommended that Personnel Committee notes and supports:

- the update on the People Strategy programme of work
- the update on recruitment and retention actions to support the labour market challenges faced by the Council
- the proposal for this Committee to have oversight on the investment in workforce planning

6.0 Contact Officers

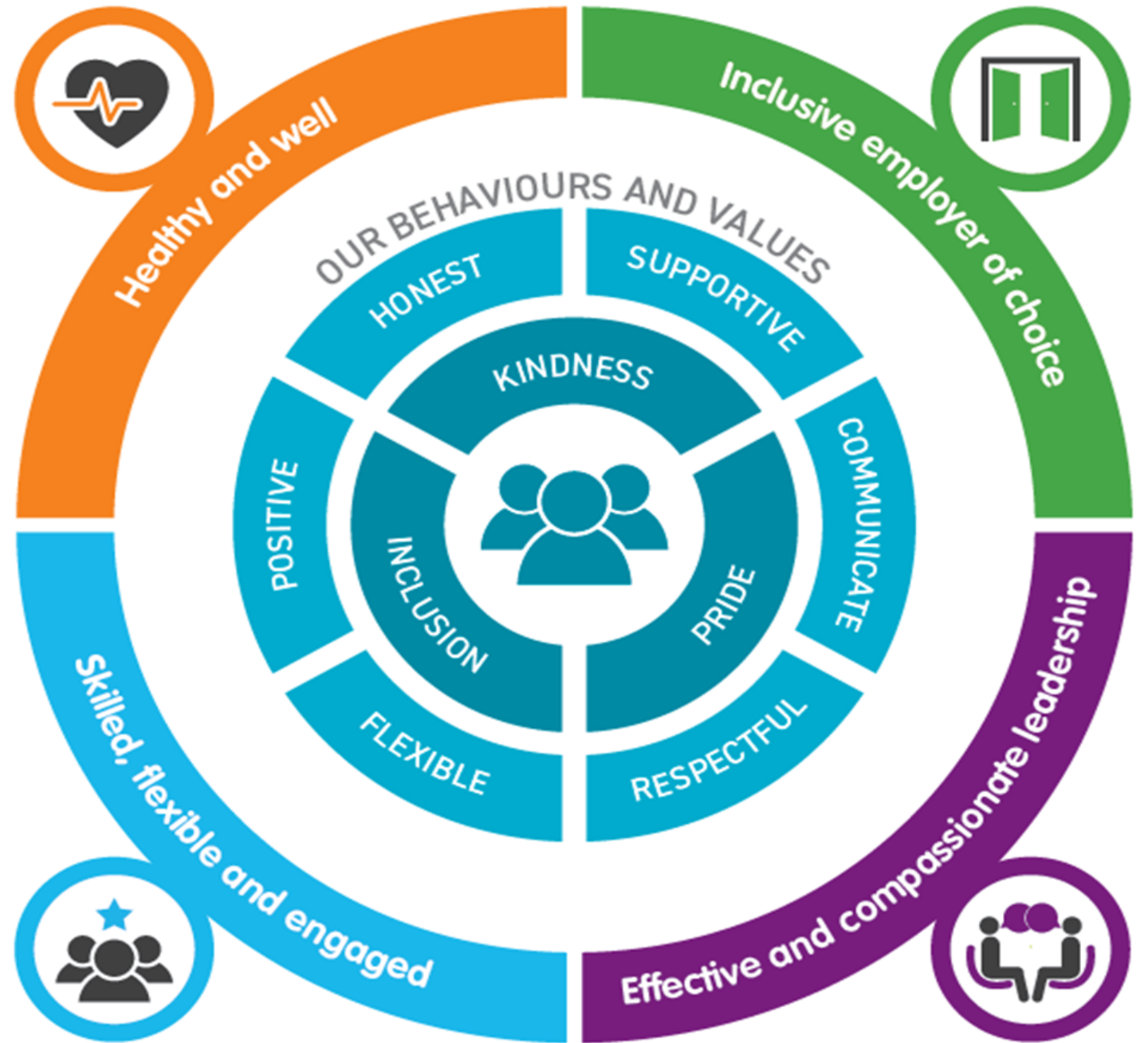
Jacqui Gedman, Chief Executive

Deborah Lucas, Head of People Services

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.



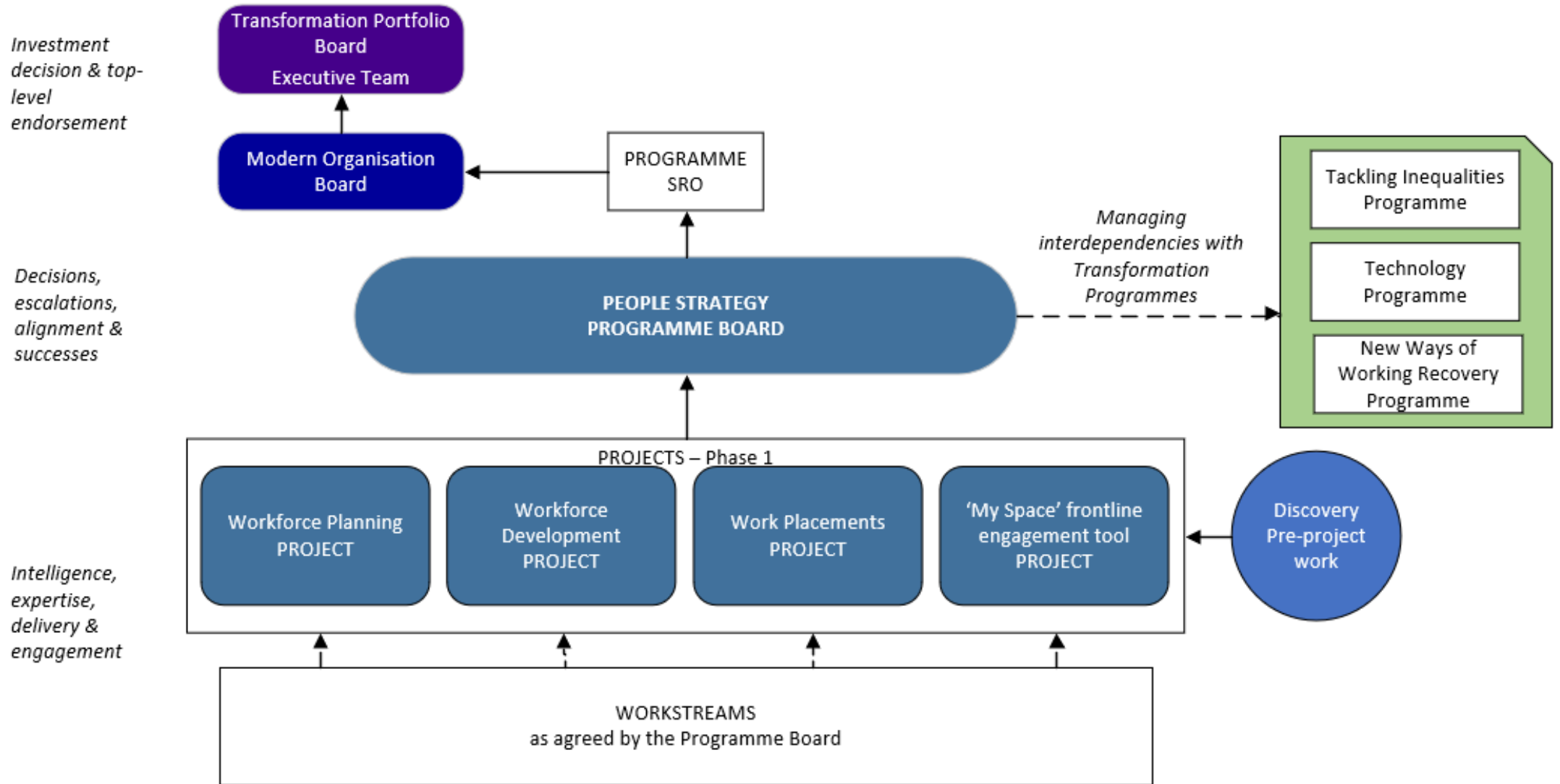
Healthy and well

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**



Champion and advocate

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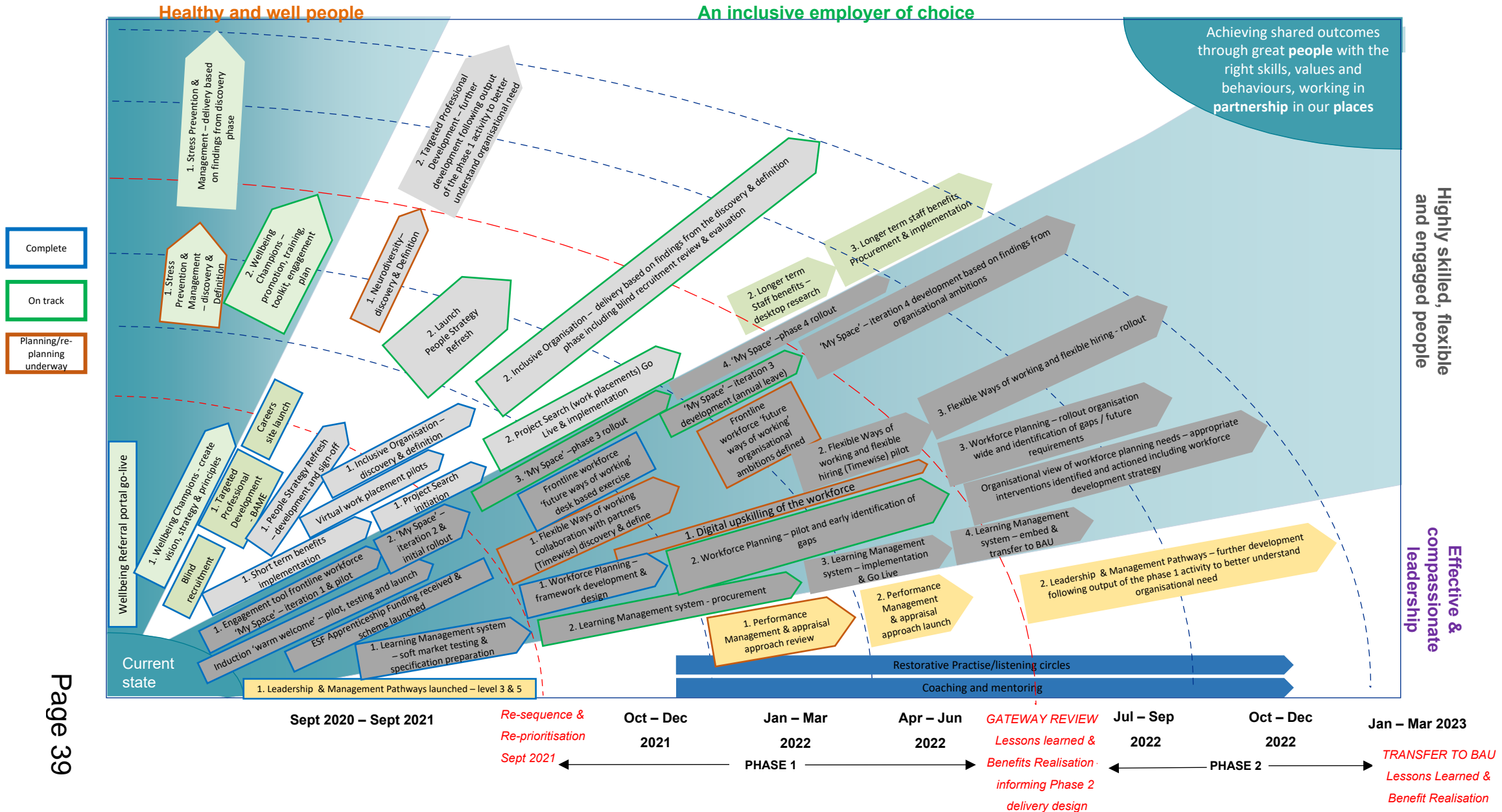
People Strategy Programme “big picture” – 3 phases

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



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		

People Strategy Programme– 12 month roadmap

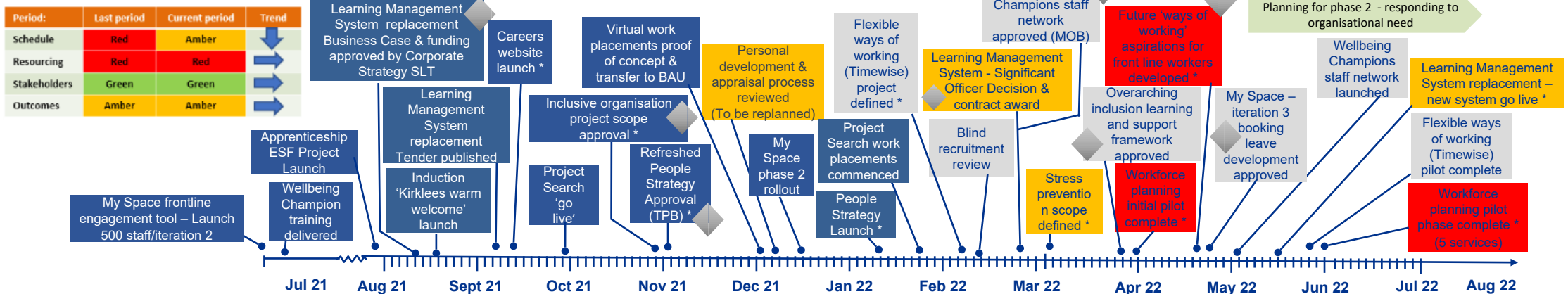
Overall Programme RAG rating: **AMBER**

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



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
- Future frontline worker ambitions
- Technology Strategy
- Recovery – transforming the way we work
- Tackling Inequalities
- 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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