

**Name of meeting:** Corporate Scrutiny Panel  
**Date:** 28<sup>th</sup> February 2020  
**Title of report:** Update on the People Strategy  
**Purpose of Report:**

The purpose of this report is to provide Scrutiny Panel with an update on activities relating to the People Strategy, in particular regarding the 'Attraction' theme; it is also to invite ideas from the Panel in advance of the planned refresh of the strategy over the coming months.

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 <a href="#">Council's Forward Plan (key decisions and private reports?)</a>	Not applicable
The Decision - Is it eligible for call in by Scrutiny?	Not applicable
Date signed off by <u>Strategic Director</u> & name	Rachel Spencer-Henshall 17 <sup>th</sup> February 2020
Is it also signed off by the Service Director for Finance IT and Transactional Services?	Not applicable
Is it also signed off by the Service Director for Legal Governance and Commissioning Support?	Not applicable
Cabinet member <a href="#">portfolio</a>	Councillor Graham Turner 17 <sup>th</sup> February 2020

**Electoral wards affected:** Not Applicable

**Ward councillors consulted:** Not Applicable

**Public or private:** Public

## **1.0 Introduction**

- 1.1 This paper provides an update on the progress to date on the delivery of the People Strategy (2017 – 2020).
- 1.2 This strategy is being driven by People Services, with regular monitoring and governance through the Modern Organisation Programme Board and support from Transformation and Intelligence and Performance partners.

## **2.0 Background**

- 2.1 The vision for Kirklees is to be a district which combines a strong, sustainable economy with a great quality of life – leading to thriving communities, growing businesses, high prosperity and low inequality where people enjoy better health throughout their lives.
- 2.2 Our shared outcomes describe what we are all working to achieve for the people of Kirklees:
  - Children have the best start in life
  - People in Kirklees are as well as possible for as long as possible
  - People in Kirklees have aspiration and achieve their ambition through education, training employment and lifelong learning
  - People in Kirklees live in cohesive communities, feel safe and are safe/protected from harm
  - People in Kirklees experience a high quality, clean, sustainable and green environment
  - Kirklees has sustainable economic growth and provides good employment for and with communities and businesses
  - People in Kirklees live independently and have control over their lives
- 2.3 To enable this we are striving to be a council that works smartly and delivers effectively and efficiently. A council where strong political leadership, priorities and values are central to how we will deliver these outcomes.
- 2.4 The outcomes are specifically supported by two core strategies - the Health & Wellbeing Strategy and the Kirklees Economic Strategy - and our Corporate Plan plays an important role in linking the outcomes to what we do on the ground. We know that these outcomes can only be achieved by high performing employees working well together and with our partners, businesses and local communities. That's where the People Strategy comes in.
- 2.5 Our People Strategy sets out our plans, ambitions and commitment to all Kirklees employees. It draws together the ways in which we will attract, recruit, develop and retain people, supporting and enabling them to reach their full potential and deliver excellent services to the people of Kirklees.

2.6 We cannot realise our vision for Kirklees without our staff and our continued success and ability to deliver high performing and high quality services relies on the people who work with us being healthy, happy, motivated and able to work together in a modern, flexible and emotionally intelligent way. Our ability to recognise diversity as an asset also helps us to better understand and meet the needs of our communities and our commitment to being a coaching organisation that nurtures and develops our staff maximises the opportunity for everyone to contribute to achieving our aspirations through a planned approach to organisational development.

### **3.0 The People Strategy**

3.1 Our People Strategy was launched in November 2017, providing a specific people 'lens' to organisational thinking around how we will work in Kirklees to realise our Kirklees vision and outcomes. A copy of the strategy is at Appendix 1.

3.2 The strategy spans 2017-2020 and at a high level, the strategic themes are:

1. Support cultural transformation
2. Attract and retain high quality employees, growing our own where we can
3. Developing our workforce
4. Build leadership and management capacity and capability
5. Promote quality assurance and a high-performance culture

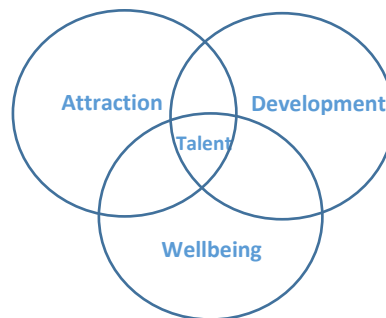
Different areas of the strategy are at varying levels of maturity and two previous reports have been submitted to Scrutiny Panel covering Wellbeing and Development; Attraction is the third theme.

3.3 When the strategy was originally launched in November 2017, 8 workstreams were set up to deliver the overall strategy. These workstreams were:

- Workforce planning
- Recruitment
- Induction
- Apprenticeships
- Leadership & Management
- Coaching & Mentoring
- Performance
- Employee Health and Wellbeing

3.4 In February 2018, a new Head of People Services was appointed and took on responsibility for overseeing the delivery of the People Strategy. The Head of People Services reviewed each of the workstreams and it was recognised that there was a significant element of overlap between the work being undertaken in each workstream and a decision was taken to review and align the above 8 workstreams into 3 themes; the purpose of this was to consolidate and simplify the work and ensure that going forward, there would be minimal duplication of effort and a seamless overall approach to delivery.

- 3.5 The 8 workstreams were therefore consolidated into 3 themed areas, with the detailed work of the original workstreams sitting behind each area:



- 3.6 The purpose of this paper is to provide an update on the progress made on the People Strategy; specifically, shining a light on the 'Attraction' area of the strategy.
- 3.7 The 'Attraction' theme includes Recruitment and Retention, Apprenticeships, Induction and Workforce Planning.

#### **4.0 Talent 'Attraction' Update**

- 4.1 It is vital that we attract and retain a high quality and diverse workforce at all levels in the Council with the relevant knowledge, skills and behaviours to achieve excellence to deliver the best services we can.
- 4.2 We have been on a sustainable improvement journey in respect of this theme and have delivered some key outcomes and changes to the way we attract and recruit staff. Alongside this we have implemented several strategies to retain and develop our current workforce with a clear aim of investing in our people and "growing our own" through staff development and succession planning.
- 4.3 Some key achievements over the past 12 months are:
- the delivery of innovative recruitment campaigns which have included the use of open days, targeted workshops for specific 'hard to fill' roles, an increased use of social media, the development of microsites and the use of QR codes which improve the candidate experience and help to engage with the younger end of the talent market;
  - the development of community outreach programmes to engage with and attract a more diverse workforce, in particular reaching out to disadvantaged groups and communities. At these events, we talk to communities about the jobs at the Council, including apprenticeships, encouraging them to apply for these jobs and helping them to complete application forms where they require support. We plan to increase work in this area, aligning more closely to 'place-based' events through engagement with communities and Councillors;

- where members of our communities attend our events but aren't quite job ready, then we offer employability support to them in the form of projects such as 'Works Better'; this ensures that they develop their employability skills and are then better placed to apply for jobs in the future;
- we continuously promote Kirklees Council as a "good employer" at a number of recruitment events and have advertised the breadth of roles we offer and created talent pools of people who are interested in working for the Council; these talent pools enable us to retain the details of those individuals and keep in touch with them as jobs become available. This helps to support our workforce planning;
- we have further developed an employee benefit platform – My Staff Shop - for all employees to receive discounts in a number of local and national outlets and have extended this offer to our schools workforce;
- we have launched access to two staff credit unions (Bradford and Calderdale). One is a digital based offer and the other is a face-to-face offer for staff, so our staff can choose which method of engagement they prefer. There has been a lot of interest from staff and take-up is steadily increasing;
- we developed and implemented a hugely successful staff recognition scheme called 'High Fives'. Building on this, we held our first Staff Awards event at the Stadium in October and a further event is already planned for later this year;
- we have made extensive use of the apprenticeship levy for both new starters to the Council as well as using it to develop an increasing number of existing employees, which helps to support our succession planning. We currently have 170 'live' apprenticeships and Appendix 2 provides a detailed update on progress in this area;
- we have implemented a 'Saturday Job' scheme for our care leavers as part of our corporate parenting role. Appendix 3 provides a detailed update on progress in this area;
- we have streamlined our grading process, creating shorter, clearer Job Profiles for new roles and making better use of 'benchmarking' jobs, which speeds up the recruitment process for managers and builds a more consistent approach to the grading process.

4.4 We have recognised that our digital recruitment platform is outdated and does not have the functionality to support the expectations of modern job applicants. We have therefore made significant progress in modernising our approach to recruitment through the procurement of a new on-line recruitment system. This system will go live during March 2020 and will greatly enhance the candidate journey allowing the Council to be ahead of evolving trends within the recruitment market, shifting significantly towards a more mobile and social media focused approach to attracting candidates where applicant expectations of recruitment have greater emphasis on speed and ease of application. The system will also provide significant improvements to the experience of recruiting managers, offering an 'app' that will enable them to manage recruitment exercises 'on the go'.

- 4.5 The new system will also significantly improve our business intelligence around recruitment activity which will not only enable us to proactively manage activity and assess trends but will specifically enable us to monitor activity relating to the diversity of our workforce, understanding at what point candidates fall out of the process; this will enable us to target strategies to improve this and thus improve the diversity of our workforce, in particular in more senior roles.
- 4.6 A significant piece of work is also being undertaken to assess why people leave the Council. Whilst labour turnover has fallen over the past 18 months and is now stable at around 10%, against a national average of 14%, it remains important for us to understand why staff are leaving so that we can learn and make improvements. To support this area of work, we have a group of employees who are currently undertaking a Level 5 Solace leadership and management development apprenticeship. This piece of work will be the focus of their research project, the outcome of which will be a number of recommendations that will inform our People Strategy going forward. The project will conclude in the summer.
- 4.7 Significant research has also been undertaken to inform our new and modernised induction programme that will start to be piloted over the next few months. Our new 'on-boarding programme' will link to our new recruitment system. In relation to corporate induction we have been exploring different ways of on-boarding employees in to the Council and we will move from a "checklist" approach to an approach that is dynamic, interactive and based upon early engagement and continuous learning. Our new approach will induct the employee from the point of being offered their role and doesn't wait until they commence employment. We want new staff to integrate into our organisation and be part of our culture from the moment they are offered a job with us.

## **5.0 The People Strategy Refresh - 2020**

- 5.1 The current People Strategy spans 2017-2020 and the plan is to engage with a range of stakeholders over the coming months to refresh that strategy so that we prepare for the future, based upon our priorities.
- 5.2 A number of small workshops have already taken place to start to identify key themes for the People Strategy going forward and these are emerging as culture change, wellbeing and most significantly, workforce planning. We know that jobs are changing significantly as a result of artificial intelligence and automation and we know that many jobs of the future are not even invented yet. We also know that people are living and working longer and so our workplaces are likely to span 5 generations of workers, all of whom will have different expectations and different needs in the workplace.
- 5.3 Our new People Strategy will therefore need to focus significantly on workforce and succession planning. In developing our strategy, the following challenges will need to be at the forefront of our minds:
- How will automation impact on our jobs?

- What will jobs of the future look like?
- What skills will our people need in order to carry out these jobs?
- How will the move to place based working impact on what skills we need in the organisation?
- How will we upskill our existing people, ensuring we recognise our aging workforce?
- How will we attract, motivate and retain the diverse generations in our workforce?
- How will we develop attractive benefits packages for our people that also align to our commitment to climate change?
- How can we create the conditions for our people to work in a restorative culture?

Appendices 4 and 5 give a flavour of some of the complexities of the challenges ahead in relation to the impact of automation on our workforce and the varying multi-generational expectations.

- 5.4 In order to inform the refresh of our People Strategy, we are planning to engage with a range of stakeholders, including staff, managers, elected members, staff networks, key partners, etc. over the coming months. The refresh will run alongside the review of the Corporate Plan and the work being undertaken to create the conditions for success.
- 5.5 Governance of the refresh will be managed through the People Strategy Board which will report through to the Modern Organisation Programme Board, chaired by the Strategic Director for Corporate Strategy, Commissioning and Public Health.

## 6. Implications for the Council

- **Working with People**

Our people are at the heart of our People Strategy and we know that one size does not fit all. Therefore, our strategy will focus on individuals above processes, putting people at the heart of decisions affecting them and developing solutions together, rather than doing things to or for people. This will enable us to create positive and sustainable change.

- **Working with Partners**

Our People Strategy will look beyond our organisation; we will learn from others and collaborate with partners to ensure we get the best outcomes for our people.

- **Place Based Working**

Kirklees as a place is made up of different communities and the diversity of our communities is one of our key strengths. Our People Strategy ensures that we engage with our communities and work with them to support them into employment. By using intelligence and information, we will allocate resources in the best way possible to achieve the best outcomes for residents. We will work with communities so we can prioritise local needs and Councillors, using the insight they have about the communities they represent, will be central to this activity.

- **Climate Change and Air Quality**

Tackling the climate emergency, reducing emissions and improving air quality are key long-term priorities for the Council to improve the quality of life for our residents and create a borough that is healthier, more sustainable and fairer for everyone. Our People Strategy will support this in particular when we look at staff benefits and on how our workforce can make a positive contribution to reducing our carbon footprint.

- **Other (eg Legal/Financial or Human Resources)**

There are no specific legal or financial implications resulting from this report. The key impact will be on people and on enabling better work and working lives for our people.

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# People Strategy

2017 - 2020

Ambitious

Collaborative

Inclusive

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Our Strategic Themes

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Appendix 2: Horizons – a framework for Kirklees leaders and managers



## Foreword by the Chief Executive

Building a new culture for our council is probably the hardest part of the transformation journey. For me, culture is about our values, behaviours and expectations. It's about leadership, accountability, inclusion and diversity. It's ultimately about all of our people working well together, and about us being a productive and performing organisation with high levels of support and challenge. To enable this we will need great people management and effective workforce planning.

If you think of this as an "equation", it might look like this:

**Culture + People management + Effective workforce planning**

**= A high performing organisation**

(high support, high challenge and achieving outcomes)

Great people management is more than 'managing'. It's about supporting, challenging and developing our people. It includes our leadership style and the way we do things, working with emotional intelligence, valuing diversity, taking a positive and inclusive approach, engagement, coaching and mentoring.

Workforce planning helps us to understand and develop our people and prepare for the future. It involves skills analysis, exploring development needs, talent management, and succession planning as well as ensuring we make the most of apprenticeships.

Creating the right conditions is vital to enable our culture to flourish. Culture is all of our responsibility, but we must lead by example through our values, decision-making and behaviours.

Our culture stems from our people, and that's why this People Strategy is so important. We need to value and develop our people, encouraging everyone to embrace the behaviours and expectations. We need to celebrate the strengths of our existing culture – such as our commitment to our communities and residents – and, through our people, bring our new Inclusion & Diversity Strategy and other key strategies and plans to life. But we must also remember that true cultural change takes time, so we need to be patient and supportive whilst maintaining pace.

## Introduction

Our vision for Kirklees is to be a district which combines a strong, sustainable economy with a great quality of life – leading to thriving communities, growing businesses, high prosperity and low inequality where people enjoy better health throughout their lives.

Our shared outcomes, developed with our partners, describe what we are all working to achieve for the people of Kirklees:

- Children have the best start in life
- People in Kirklees are as well as possible for as long as possible
- People in Kirklees have aspiration and achieve their ambition through education, training employment and lifelong learning
- People in Kirklees live in cohesive communities, feel safe and are safe/protected from harm
- People in Kirklees experience a high quality, clean, sustainable and green environment
- Kirklees has sustainable economic growth and provides good employment for and with communities and businesses
- People in Kirklees live independently and have control over their lives

To enable this we are striving to be a council that works smart and delivers effectively and efficiently. A council where strong political leadership, priorities and values are central to how we will deliver these outcomes.

The outcomes are specifically supported by two core strategies - the Joint Health & Wellbeing Strategy and the Kirklees Economic Strategy - and our Corporate Plan plays an important role in linking the outcomes to what we do on the ground. We know that these outcomes can only be achieved by high performing employees working well together and with our partners, businesses and local communities. That's where the People Strategy comes in.

Our People Strategy sets out our plans, ambitions and commitment to all Kirklees employees. It draws together the ways in which we will attract, recruit, develop and retain people, supporting and enabling them to reach their full potential and deliver excellent services to the citizens of Kirklees.

We cannot realise our vision for Kirklees without our people. Our continued success relies on the people who work with us being well and working together in a modern, flexible and emotionally intelligent way. Working in organisation where we recognise diversity as an asset that will help us to better understand and meet the needs of Kirklees communities. We are committed to being a coaching organisation that nurtures and develops our employees and maximises the opportunity for everyone to contribute to achieving our aspirations through a planned approach to organisational development.

We will also need to understand the strengths of our communities and focus, in collaboration with others, on using all our resources to build positive and resilient individuals, communities, businesses and places. As our own workforce predominantly live as well work within Kirklees, the vision and our shared outcomes is equally relevant to people as residents as it is to them as employees.

## Context

At Kirklees, our approach to leading change is about working well together with the flexibility to respond quickly to opportunities in a constantly changing environment. To do this we need to ensure we attract, recruit, develop and retain high performing employees as our budgets reduce and our services change and develop.

Our [values, behaviours and expectations](#) are at the heart of how we work in Kirklees – *how* we do things is as important as what we do.

Our employee **values** remain our core – we believe in being:

- Passionate about the difference we make
- Confident in our abilities to get things done
- Flexible in doing what we can as well as we can

Our **behaviours**, developed by our own employees and leadership team, define how we work and are important in responding to our challenges. We will be:

- Positive
- Supportive
- Flexible
- Communicative
- Honest
- Respectful



These behaviours inform our job profiles, appraisals and performance management.

Our **expectations** build on the behaviours, illustrating what is expected of our employees, managers and senior managers.

## People Strategy Overview

The People Strategy is aligned with the Corporate Plan and a number of other strategies and plans, including:

- Recruitment & Retention
- IR Strategy Framework
- [Inclusion and Diversity Policy Statement](#) and Strategy
- Principles of EIP and ER
- Volunteering Policy
- Sharing Economy (e.g. Comoodle)

Our organisational culture values diversity and ensures our employees have meaningful and challenging work; that they are motivated to perform excellently and have their contribution recognised and rewarded.

Already we work with a [Target Operating Model](#), [Employee Handbook](#), HR policies, Manager Guides and Toolkits, and [MiPod](#) (which assists employees and managers to take responsibility for their own development). All of these have been helping to provide managers and employees with the tools needed as we transform the organisation.

The intention of this strategy is to help us build on the skills we have but recognise that things are changing. We need to develop new skills, whilst working at pace, to become a much more enabling and commissioning type of organisation. To be recognised as one of the best councils in the country by 2020 we need to have high challenge, high expectations and high support. We need to make the council a positive place to work with resilient, skilled employees.

## Our Strategic Themes

We are committed to working in partnership with our employees and trade unions in continuing to develop an organisational culture that embraces change, seeks continuous improvement and takes responsibility for actions. A number of key strategic themes underpin this strategy:

1. Support cultural transformation
2. Attract and retain high quality employees, growing our own where we can
3. Developing our workforce
4. Build leadership and management capability and capacity
5. Promote quality assurance and a high performance culture

Progress has been made in some of these areas and further development and actions have been identified around each of these themes.

Understanding and valuing diversity and taking a positive, inclusive approach will be an important part of our cultural transformation. This must be actively embedded to support progress with this People Strategy and, ultimately, lead to improved services and better decision making.

## External and Internal Context

This strategy will be delivered in the context of a number of internal and external factors:

- Reducing budgets and workforce and increasing public expectations
- Compelling need to maximise performance management and consequences
- Increasing need to work with volunteers and have an active community
- Increasing expectation for a flexible workforce
- Changing workforce demographics with an ageing workforce profile
- Political uncertainty with UK leaving the EU
- Increasingly competitive labour market with scarcity of some skills

This strategy has been developed in conjunction with People Services, the Chief Executive and Senior Leadership Teams and has involved substantial reflection on how the Council needs to develop, with pace, to support the achievement of our vision for Kirklees..

## Our Strategic Themes

### 1. Support cultural transformation

We have made significant changes already towards a new culture for Kirklees. We recognise the importance of intelligence led decision making to inform the commissioning of outcomes for our communities and citizens.

We also recognise the importance of our leaders delivering through others, in partnership and without the constraints of hierarchy.

We will support our communities to do more for themselves and each other, focussing our attention on doing what only the council can do

Our continued success relies on the people who work with us being well and working together in a modern, flexible and emotionally intelligent way. On us continuing to develop a positive, diverse, nurturing, fast moving and vibrant culture where employees work hard, take risks and responsibility, are kind to each other and deliver excellent services with and for the citizens of Kirklees. Our employees will reflect the diverse nature of our communities and will work creatively and with innovation to deliver excellent services.

#### **We have:**

- defined the vision, behaviours and expectations for how we want to be, and communicated that widely
- introduced senior management arrangements which support an approach of commissioning outcomes for our communities, building community capacity and partnership working

To enable cultural transformation we have already begun to put in place a number of building blocks including:

- an [Inclusion and Diversity policy statement](#) (with associated [actions](#) during 2016-17), leading to the agreement of a new Inclusion and Diversity Strategy
- updates to our HR policies, procedures and toolkits to make them easier to find and use, with accompanying internet videos
- a pool of qualified internal coaches who have already coached over 260 Kirklees employees
- using SAP to enable greater manager self-sufficiency in terms of accessing performance data
- Business Information packs for managers with useful employee information
- a 'Target Operating Model' with key principles for service redesign
- regular 'pulse surveys' to ascertain the mood of the organisation

#### **We will:**

- promote citizen led democracy with strong political leadership
- develop and implement intelligence led commissioning and decision making
- ensure greater accountability through better performance and risk management
- develop partnership working across Kirklees promoting collaborative ways of working to deliver shared outcomes for the population
- establish and promote the Council as a coaching organisation
- actively promote employee health and wellbeing, encouraging employees to look after themselves and ensuring appropriate mechanisms are in place to support employees and maximise attendance
- promote, encourage and embed a culture of being positive and inclusive in how we work – including an inclusive approach to people development to ensure we support the development and progression of employees from diverse backgrounds and work to overcome any barriers that may exist
- promote, embed and provide support for Mobile & Agile as a way of working
- promote and encourage innovation and creativity in all areas and at all levels of the Council
- provide support for aspects of culture development and change through the newly established People Services and strategy implementation plan

## 2. Attract and retain high quality employees, growing our own

It is vital that we attract and retain a high quality, diverse workforce at all levels in the Council with the relevant knowledge, skills and behaviours to achieve excellence to deliver the best services we can. Using strong succession planning, robust career planning and talent management we will make sure we always have excellent employees in the right jobs, in the right places at the right time.

### We have:

- developed short, descriptive job profiles that incorporate behaviours and expectations to replace long job descriptions
- introduced web-based approaches to recruitment advertising
- developed microsites for particular recruitment campaigns
- used targeted recruitment fairs for hard to recruit jobs
- targeted apprentice adverts to match the council's needs and designed assessment centres that are specifically geared to young people
- promoted apprenticeships in schools, offering support where needed
- developed non-traditional apprenticeships such as marketing and digital
- introduced market forces payments to attract and retain some critical posts
- introduced online DBS checks

### We will:

- develop our Kirklees approach to recruitment to enhance the experience for both candidates and recruiting managers through the application of best practice.
- develop and implement a new induction framework to enable new recruits to engage and develop into their roles as efficiently and smoothly as possible
- work with managers to develop a robust succession planning process
- introduce a talent management process which identifies and nurtures our rising stars and aligns career aspirations with organisational need

## 3. Developing our Workforce

We will prioritise the development of our workforce, encourage ongoing learning and self-development and support the career development of our employees in a flexible way to enable their aspirations to match our business needs.

Robust workforce planning, succession planning and talent management will support employees to have open conversations with their managers about their development and career progression.

Employee engagement, career development pathways and making good use of the Apprenticeship Levy will be paramount here.

### We have:

- redesigned our appraisal process and guidelines, taking a flexible approach and providing an easy to use template to support an effective discussion around performance, wellbeing and personal/career development
- defined and developed a set of behaviours and expectations for all our employees and provided support to explore and embed these
- developed and periodically refreshed MiPod as a self-service online tool to support employees in managing and taking responsibility for their personal and career development
- launched our 'Go Learn' blog as an additional tool for sharing ideas and prompting thinking and action around personal development
- continued to provide a range of learning and personal development support to employees across the council (including workshops, short courses, e-learning etc. – all available via MiPod Xtra)



- introduced the expectation that at that end of any service change each individual will have a personal development plan (PDP)
- provided a graduate scheme in some areas, supported by induction and development activities
- developed a good quality apprenticeship programme with a broad range of skills and behaviours, support and development
- developed support packages for managers to help them manage their apprentices
- been recognised as 'highly commended' in the Apprenticeship Awards 2017

**We will:**

- develop a workforce planning tool (that reflects what we know about our employees as well as the wider context) to enable the organisation to understand and manage the workforce more effectively and plan for the future
- encourage and promote the use of the appraisal scheme for manager/employee discussions about development needs and career progression
- develop flexible career pathways to attract and retain excellent employees, including apprentices, so that there is a clear, achievable career development route for those who want to progress
- develop and retain new staff and apprentices from diverse backgrounds to better reflect our communities
- identify the future skills and role requirements of the organisation and maximise the use of the Apprenticeship Levy to address these gaps
- develop and embed a mentoring scheme and explore placements across public/ private partnerships to develop greater understanding of each other's areas of work
- continue to provide a range of personal and career development support, prioritised to reflect organisational need and increasingly making use of approaches such as action learning and coaching.

## 4. Build leadership and management capacity and capability

Maximising the capacity and capability of our managers is paramount to ensure they are the best they can be to deliver excellent services to our citizens. We want to ensure that support and development is available for all our managers and that we have a framework in place to help guide that development and provide some consistency.

**We have:**

- specifically detailed our expectations of a Kirklees employee, manager and senior manager, building on the behaviours
- conducted an audit to ascertain managers' needs
- continued to provide a range of options for skills and capability development for Kirklees managers, with support available for exploring different development options
- invested in 'Coaching as a Leadership Style' training for our managers
- held master classes on current topics to inform and engage managers
- continued to develop and refresh MiPod as a resource to help employees and managers to take responsibility for their own learning, including a bespoke area for managers and leaders
- begun to develop a leadership and management framework to clarify the attributes that are important and support the development of our aspiring and current managers in these areas (see Appendix 1 - "Horizons")

**We will:**

- promote and embed the Horizons framework, ensuring appropriate support for development across the three levels, providing clear signposting to relevant information and guidance and encouraging people to take responsibility for their own development
- actively encourage managers from all backgrounds to work within the council and provide appropriate support for their ongoing development
- build resilience into our culture and approach, supporting managers to develop personal and team resilience

- develop leadership capacity and capability to ensure the right culture is vested, employees are skilled and motivated so that services are transformed, residents benefit from the council's work and key outcomes are delivered

## 5. Promote quality assurance and a high performance culture

Managers are accountable for quality assurance of their team's and their own performance.

Through one-to-one meetings all managers and employees will have performance targets set and monitored that are aligned to council objectives. We will develop and nurture managers and employees. We will also monitor closely and support those who are not on target to ensure that ultimately everyone is performing at full capacity, ensuring that we are a productive and performing organisation with high levels of support and challenge.

### We have:

- re-designed and re-launched an easy to use appraisal scheme and trained in its use.
- developed a behaviours framework and expectations with employees and for employees that is easy to understand and evidence
- developed MiPod, which helps employees take personal responsibility for their own development
- provided 'Coaching as a Leadership Style' training for managers and staff across the organisation
- introduced clearer council priorities and gained the commitment of councillors and senior staff to drive through an Outcomes Based Accountability (OBA) approach that puts the impact for the public at the heart of the actions we take.

### We will:

- have managers who are fully aware of the overall performance context and who understand the performance expectations placed upon them (a clearly expressed performance culture, with an outcomes-driven approach)
- develop high quality, effective and efficient corporate performance reporting with a focus what matters and its associated risks – through a high level of manager engagement in and compliance with corporate service planning and performance reporting standards
- expect high quality, effective and efficient operational performance management by managers who understand the business they are in, what high performance looks like and who know how close they are to achieving it.
- expect high quality and emotionally intelligent leadership by managers in the personal and professional development of staff and the management of any under-performance.

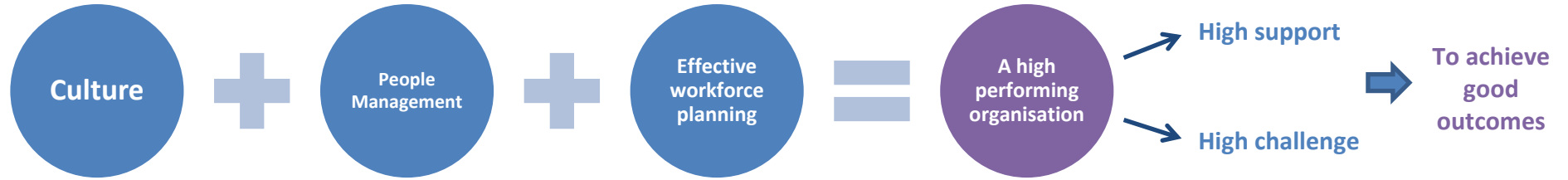
## Monitoring the Strategy

The People Strategy is owned by the whole council, with a shared responsibility for embedding the five strategic themes. This Strategy (along with the specific actions in the People Strategy Plan at Appendix 2) will be reviewed annually by People Services who will report back to the Executive Team on the progress of implementation.

## Appendix 1: summary

# Our Kirklees People Strategy

achieving our vision and shared outcomes through a strong focus on great people with the right skills, mindsets and behaviours working well together



- ✓ Supporting the ongoing learning and development of all of our people in response to changing organisational needs
- ✓ Encouraging people to take responsibility for their own personal development and enabling managers to support this well
- ✓ Effective use of appraisals, the Apprenticeship Levy, graduate programmes, signposting, suggested learning pathways etc



## Appendix 2: Horizons – a framework for Kirklees leaders and managers

### Introduction

A modern, flexible and emotionally intelligent organisation needs leaders and managers at all levels who:

- Have the **core skills** needed to perform effectively themselves and feel confident in managing the performance of their teams
- Can nurture and **support** employees, provide constructive feedback, **challenge** when needed and have open, honest (and sometimes 'difficult') conversations
- Adopt the right **approaches and mindsets** to support our ongoing cultural transformation

That's why building the capability and capacity of Kirklees leaders and managers is a central theme within our People Strategy and the "*Horizons*" framework is designed to support this. It outlines different stages of management and leadership (Aspiring-Achieving-Leading) and what's expected of people at each stage, providing a tool for both assessing capability and identifying appropriate learning and development support.

Leadership and management development is certainly not new to Kirklees Council but we know it is more important than ever to be clear about what is expected, enable managers to identify areas for development, get the support they need in different ways and create pathways for development to enable better career planning and progression across the organisation.


Our expectation of all council employees is that people take responsibility for their own development – and this applies as much to our leaders and managers as anyone else.

We need leaders and managers who know how to manage people and resources, who are well rounded and proficient in all aspects of management and not just skilled in their particular technical area or profession. We need people who understand the wider context they are working in, are able to work collaboratively and can build effective relationships. We also want to be transparent, so that managers can plan their career through the organisation and see what skills and attributes are needed at various stages to enable them to progress.

We know that many of our managers have the skills and attributes that enable them to manage well. This is why we are not suggesting that everyone has to attend a generic management course or take exactly the same approach to demonstrating the mandatory skills, knowledge and attributes of a Kirklees manager and leader. However, even the most capable manager may welcome more development in some areas (particularly around new and emerging themes or the development of more transformational skills). Increasingly this will be about people sharing their knowledge and experiences and learning from each other.

With "*Horizons*" we have taken an approach where the core skills and attributes of an effective Kirklees leader and manager are mandatory (i.e. they must be demonstrated/developed), but the way in which these are evidenced or developed is more flexible. So everyone will be expected to review the relevant attributes, have a conversation about how well they are able to demonstrate these and identify specific areas for development as part of their appraisal discussion. It is suggested that this could also form part of the process of agreeing a personal development plan following service reviews.

The important thing is that **managers are responsible for their own development**. We will support and encourage managers by providing different pathways and opportunities to support their learning and development, but ultimately it is their responsibility.



I take responsibility for my own development because I want to be the best I can be.

## What is Horizons?

As Kirklees Council leaders and managers we want you to be able to expand your horizons and develop your career in a way that combines your expectations and aspirations with organisational expectations and business need. “*Horizons*” provides a development pathway for leaders and managers at three stages:

### 1. Aspiring

a) supporting our **aspiring leaders of the future** to develop the attributes required as the first stepping stone for career development from aspiring to achieving to leading (“growing our own”)

b) supporting **new\* and emerging\*\* Kirklees managers and leaders** to perform effectively in their first management role and beyond

*[i.e. \*people new to a management role and \*\* people likely to be taking on management responsibilities within the next 12 months]*

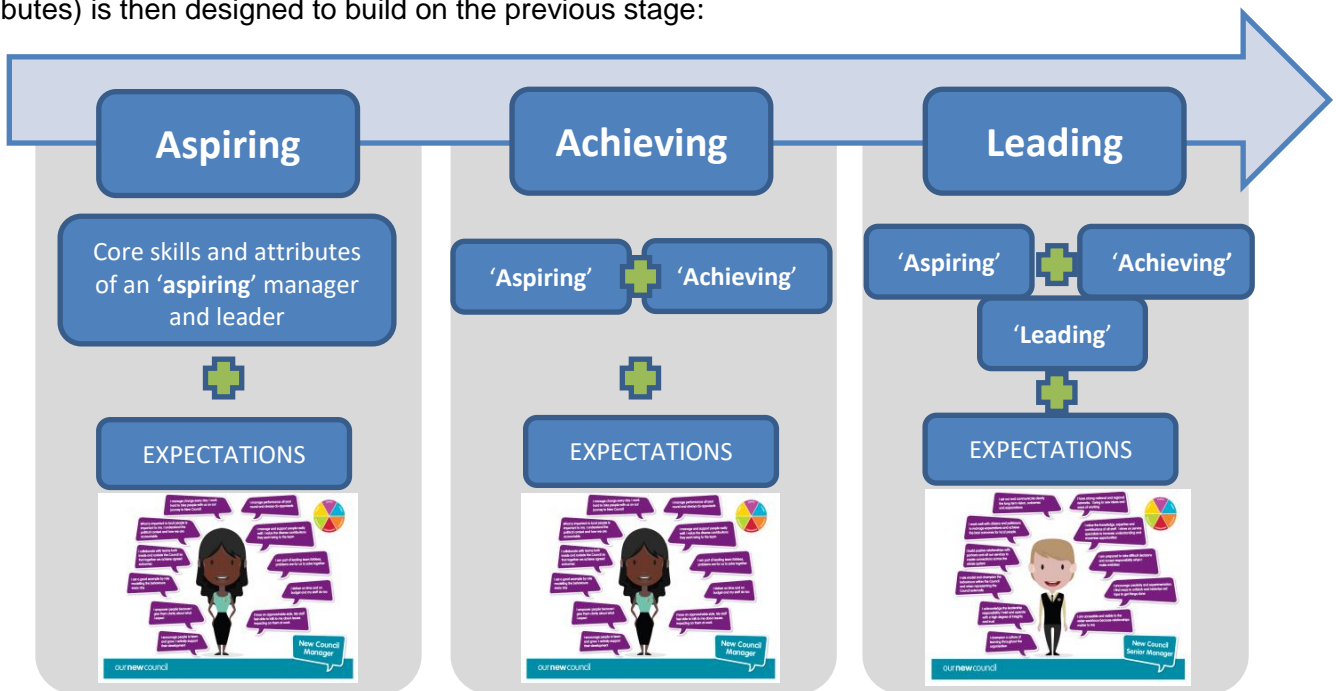
### 2. Achieving

...supporting our **current managers and leaders** to fulfil specific development needs or refresh their learning and skills in key areas

### 3. Leading

...supporting our **senior leadership team** (Strategic Directors, Service Directors and Heads of Service) to grow, develop and work effectively together

Our [behaviours and expectations](#) provide the foundation for all three stages of development: the expectations of [Managers](#) directly support the ‘Aspiring’ and ‘Achieving’ stages, with the expectations of a [Senior Manager](#) underpinning the ‘Leading’ stage. Each “*Horizons*” stage of development (core skills and attributes) is then designed to build on the previous stage:



At each stage ‘Horizons’ will:

- Highlight the **core skills and attributes** that a manager must be able to evidence (mandatory).
- Show how those attributes could be **evidenced** and encourage the use of development plans.
- Support the **induction** of new managers.
- Provide suggested **pathways for learning and development** (for example a suggested route for new managers, via MiPod Xtra) and highlight the additional **support** available.
- Promote **coaching and mentoring** internally and across external partners.
- Suggest other potential ways to gain the learning (including **action learning sets, masterclasses** etc).

## What are the attributes?

The core skills and attributes associated with each stage of “Horizons” development (Aspiring-Achieving-Leading) are listed below, grouped under key themes:

	<b>Aspiring</b> (new and aspiring managers and leaders)	<b>Achieving</b> (current managers and leaders)	<b>Leading</b> (senior leadership team)	
<b>Core skills and attributes</b>				
Culture – the way we do things in Kirklees	<ul style="list-style-type: none"> <li>✓ Understanding and working with our values, behaviours and expectations.</li> <li>✓ Using coaching as a leadership style.</li> <li>✓ Promoting equality, valuing diversity and taking a positive, inclusive approach.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Developing and working with emotional intelligence.</li> <li>✓ Understanding intelligence-led working: outcome-based accountability (OBA) and commissioning for outcomes.</li> <li>✓ Effective ‘mobile and agile’ working as a 21<sup>st</sup> century manager.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Building and leading a true learning organisation.</li> <li>✓ Building and leading an intelligence-led, insight driven organisation.</li> <li>✓ Leading change in a political organisation.</li> </ul>	Cultural shift, mindsets and practice
Managing people and performance	<ul style="list-style-type: none"> <li>✓ Attracting, recruiting and retaining diverse people with the right skills, knowledge and behaviours.</li> <li>✓ Managing people (understanding and working with our Employee Handbook and policies/guidance).</li> <li>✓ Having an effective appraisal conversation.</li> <li>✓ Honest feedback and having difficult conversations.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Developing, motivating and empowering your team.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Leading people through large scale change – decision making and ownership.</li> <li>✓ Managing industrial relations and collective bargaining.</li> </ul>	
Managing finance, risk and resources	<ul style="list-style-type: none"> <li>✓ Understanding financial management and procurement (Kirklees financial and contract procedure rules).</li> </ul>	<ul style="list-style-type: none"> <li>✓ Budget management in practice: meeting the financial challenge.</li> <li>✓ Managing and escalating risk: making the right judgements to avoid reputational risk.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Leading financial change and managing complex budgets and resources.</li> </ul>	
Working in a political environment	<ul style="list-style-type: none"> <li>✓ Awareness of political make-up and how the council works (governance, decision making, reporting etc).</li> <li>✓ Understanding of and being able to work in a political environment (role of a councillor, requests etc).</li> </ul>	<ul style="list-style-type: none"> <li>✓ Further political awareness and engagement: developing effective councillor-officer relationships.</li> <li>✓ Building political awareness within your team.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Working strategically with councillors to inform decisions and manage impact.</li> <li>✓ Understanding/building effective political relationships at a local and regional level.</li> </ul>	
Communication, engagement, networking and relationships	<ul style="list-style-type: none"> <li>✓ Clear and effective everyday communication (verbal and written).</li> <li>✓ Building effective networks and positive working relationships with colleagues.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Communication and engagement– sharing info/key messages, building understanding and engaging your team.</li> <li>✓ Collaborative working internally and externally.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Communicating a clear vision/priorities.</li> <li>✓ Building the reputation of Kirklees locally, regionally and nationally: advocacy and storytelling.</li> <li>✓ Working together: effective networking and collaboration at a local, regional and national level.</li> </ul>	
Mandatory/ technical skills and knowledge	<ul style="list-style-type: none"> <li>✓ Basic health and safety management.</li> <li>✓ Information governance and data protection.</li> <li>✓ Using SAP - Manager Self Service (MSS) portal.</li> <li>✓ Working with data and intelligence (core skills).</li> <li>✓ Project and programme management/monitoring.</li> </ul>	<ul style="list-style-type: none"> <li>✓ Effective use of data and intelligence (business and strategic intelligence).</li> <li>✓ Using SAP – Business Intelligence module.</li> </ul>	[any specifics appropriate to individual role/ leadership responsibilities, for example SIRO – Senior Information Risk Owner]	
Wellbeing and resilience	<ul style="list-style-type: none"> <li>✓ Looking after yourself and others (including stress and pressure management, and building resilience).</li> </ul>	<ul style="list-style-type: none"> <li>✓ Actively promoting wellbeing and self-care (physical activity, mental health, flexible working, support for carers etc).</li> </ul>	<ul style="list-style-type: none"> <li>✓ Leading a ‘well’ and resilient organisation by example as a positive role model.</li> </ul>	

## What's expected - where do the behaviours and expectations fit in?

The council's expectations for managers and senior managers should underpin the specific skills and attributes

	Aspiring	Achieving	Leading
	Manager		Senior Manager
Culture – the way we do things in Kirklees	<p>I manage and support people really well. I value the diverse contributions they each bring to the team</p>		<p>I champion a culture of learning throughout the organisation</p>
Managing people and performance	<p>I manage performance all year round and always do appraisals</p>	<p>I encourage people to learn and grow. I actively support their development</p> <p>I manage change every day. I work hard to take people with us on our journey to New Council</p> <p>I set a good example by role modelling the behaviours every day</p>	<p>I acknowledge the leadership responsibility I hold and operate with a high degree of integrity and trust</p> <p>I value the knowledge, expertise and contributions of all staff. I draw on service specialists to increase understanding and maximise opportunities</p> <p>I am accessible and visible to the wider workforce because relationships matter to me</p>
Managing finance, risk and resources	<p>I empower people because I give them clarity about what I expect</p> <p>I have an approachable style. My staff feel able to talk to me about issues impacting on them at work</p>	<p>I deliver on time and on budget and my staff do too</p>	<p>I am prepared to take difficult decisions and accept responsibility when I make mistakes</p> <p>I encourage creativity and experimentation. I find ways to unblock and minimise red tape to get things done</p>
Working in a political environment	<p>What is important to local people is important to me. I understand the political context and how we are accountable.</p>		<p>I work well with citizens and politicians to manage expectations and achieve the best outcomes for local people</p>
Communication, engagement, networking and relationships	<p>I collaborate with teams both inside and outside the Council so that together we achieve agreed outcomes</p> <p>I am part of leading team Kirklees, problems are for us to solve together</p>		<p>I set out and communicate clearly the long term vision, outcomes and expectations</p> <p>I have strong national and regional networks. I bring in new ideas and ways of working</p> <p>I role model and champion the behaviours within the Council and when representing the Council externally</p> <p>I build positive relationships with partners and all our services to create connections across the whole system</p>

## Evidence and development plans

We expect that appraisals for all existing managers will involve a discussion around the core skills and attributes required, supported by appropriate evidence for each one. Where managers are not able to evidence that they have a particular skill or attribute or are already working towards this, a development plan should be drawn up that shows how they will achieve this and by when. For example:

Which skill/attribute do I need to develop?	How will I get there?	By when?
Understanding basic financial management	Attending a masterclass, preparing a budget with Francis and attending meetings with me on budget setting	December 2017

For some attributes there may be suggested workshops or courses to attend (for example “Coaching as a Leadership Style”), or masterclasses on particular topics (which may change over time in response to organisational need). For other areas of development, action learning sets could be set up to encourage sharing of experiences and ongoing learning, or coaching/mentoring may be recommended. The Apprenticeship Levy provides an additional option to support the development of aspiring managers or current managers.

Whatever the route agreed on, it is important that a development plan is a living document that is referred to as part of one-to-one meetings to see how well the manager is progressing.

## Induction of new managers

When a manager is new to the organisation or appointed to a new role, their manager must meet with them and discuss the relevant stage of Horizons for that role and their development. The first stage (‘Aspiring’) is specifically designed to support new and emerging managers to perform effectively in their first management role, but managers may also be joining the organisation in a more senior role.

Skills, attributes and evidence should be explored as highlighted above – and it will be usual for a new manager to be able to fully evidence some attributes, have some evidence for others and no evidence at all for a few. As with existing managers, a development plan should be agreed as appropriate.

Following service reviews it is expected that development plans will support people into their new roles.

## Learning & development support and pathways

Some learning and development support can be provided by People Services (HR and Learning & Organisational Development), although capacity for this is limited. The support offer will remain flexible according to organisational need and currently includes:

- ✓ Workshop programmes, for example:
  - Coaching as a Leadership Style (2-day programme)
  - Introduction to Management (4-day programme - external)
- ✓ Internal workshops, for example Honest Performance Conversations and Feedback
- ✓ elearning modules, for example Recruitment: People Selection
- ✓ ‘How to’ guidelines (e.g. SAP, flexible working, attendance management etc)
- ✓ Suggested pathways/routes for learning – e.g. our suggested route for new managers
- ✓ Options for external qualifications (various levels) via the Apprenticeship Levy
- ✓ [MiPod](#) – links, videos, useful info and resources (including [‘Leadership’](#))
- ✓ [Coaching](#) and mentoring
- ✓ Masterclasses (various)
- ✓ Action Learning Sets

All employees can use [MiPod](#) to explore learning resources and [MiPod Xtra](#) (login required) to manage and book a range of learning and development activities and access additional resources. MiPod Xtra now includes specific catalogues for each “Horizons” stage of development as well as a whole range of support for wider workforce development.



## Coaching and mentoring

A **coaching** culture across the organisation is central to our People Strategy. This is about both developing the coaching skills of managers and the provision of bespoke coaching support. Coaching is already available to all Kirklees Council employees, including our leaders and managers and we have a pool of qualified coaches across the council. Coaching is about helping you find your own solutions in relation to specific goals and it can help to support you in your current role as well as preparing you for the next step.

To find out more about coaching please see our [coaching intranet page](#) or MiPod - [Coaching](#).

Mentoring is different, with a mentor usually being someone from the same professional area or field of work who is more experienced than the mentee and willing to use their knowledge to advise, guide and help their mentee to learn. Mentoring takes place informally across the council but we are also setting up a mentoring programme to help support this as an alternative form of development.

## Action learning sets and master classes

Action learning is a structured approach to solving real, complex, work-based problems with a group of diverse peers who work together to provide a solution, action it and reflect upon the results for further learning. The group meets regularly and they work collectively. It promotes problem solving, curiosity, inquiry and reflection. We can support the set-up and facilitation of action learning sets, though the ultimate aim is that these become self-managing.

Master classes are another approach to learning supported by People Services, though these are usually run by or co-delivered with colleagues who are more 'expert' in a particular topic or method and can impart that knowledge to a group of employees who want to learn. They are usually very interactive, with an emphasis on sharing 'real world' learning and experiences.

## The Apprenticeship Levy

The Apprenticeship Levy provides an additional option to support leadership and management development across all 'Horizons' stages, from aspiring to achieving to leading.

The levy is a ring-fenced corporate pot of money which can fund appropriate qualifications at all levels, including at management level. Examples of these include:

- Level 3 Team Leader/Supervisor
- Level 5 Operations/Departmental Manager
- Level 6 Chartered Manager Degree

To explore this option further please contact People Services (Apprenticeships).

### Apprenticeship Update

The apprenticeship levy was introduced in April 2017. The levy is based on 0.5% of the annual wage bill which includes the council and our maintained schools. The levy is taken from the council on a monthly basis and any apprenticeship providers are paid on the same frequency.

The levy expires after a rolling 2 year period, the monthly clawback comes into force from September 2019 for any unused levy relevant to that month.

As a council we are also required to report on the Public Sector target, which is 2.3% of headcount to be averaged out over the next 4 years. For the council this equates to 156 and for schools 172 apprenticeship starts per year (based on current workforce). This includes new recruits as well as developing our existing staff.

The council's apprenticeships plan is integrated within the People Strategy. This diagram provides an overview of all the ongoing strands of work being progressed to support the levy and to ensure that the council receives the most added value:



## **Headline data**

As at 17<sup>th</sup> January 2020, we have a total number of 170 'live' apprenticeships, this means the number of employees currently undertaking an apprenticeship qualification.

The total apprenticeship levy available is £1,500,000 (this includes maintained schools).

We can break down the 170 'live' apprentices as follows:

- Council = 130 (60 recruited apprentices, 70 existing staff)
- School = 40 (18 recruited apprentices, 22 existing staff)

## **Ways into apprenticeships**

The examples below are pathways we have developed to engage employees in to apprenticeship programmes:

- Outreach Programmes - Using intelligence we identified 10 of our most deprived communities. The 'apprenticeship roadshow' project was developed with these communities via community connections. Our staff proactively visited community centres, advertised in surgeries, health centres, sports and leisure facilities and liaised with community groups to spread the word. We delivered our outreach early in the recruitment process, to ensure our message attracted a variety of candidates.
- Our engagement has resulted in an increase in female applicants from 29.91% to 41.79%; BAME applications from 26.18% to 27.99%; applications from over 30 year olds (traditionally apprenticeships have only been for young people, our message now is 'apprenticeships for all') from 4.98% to 17.53%; and applications from disabled people from 1.25% to 4.85%.
- This has resulted in the Council alongside KNH being shortlisted for the LGC Diversity Award
- Saturday Jobs programme – see attached Appendix 5 for the report to the Corporate Parenting Board (December 2019).
- Learning Difficulties – proposals being developed to include Project Search (joining national employability programme to support people with LD), Job Carves and Supported Apprenticeships.

## **How we work in Partnerships**

Council are currently leading a partnership bid with other anchor institutions across the district (Kirklees College, University of Huddersfield, KAL) for ESF funding in order to develop our apprenticeship offer. The bid, if successful, will fund a programme worth £1.75m which will allow us to raise the quality and quantity of apprenticeships in Kirklees, attract under-represented groups and help employers to have the infrastructure to integrate quality apprenticeships as part of their wider workforce planning.

## **Apprenticeship Plan – Impact & Outcomes**

We have an apprenticeship plan which aims to achieve 4 key impacts:

**Impact 1** – Assist the council to attract a younger workforce and to ensure good quality apprenticeships for local residents

**Impact 2** – To support the council to have a more diverse workforce and to ensure job seekers from under-represented and disadvantaged communities have equal access

**Impact 3** – Utilise the apprenticeship levy to develop existing staff of all ages to facilitate workforce planning and address skills gaps

**Impact 4** – To support the Corporate Parent role by creating apprenticeship pathways for care leavers

This summary outlines outcomes achieved to date under each impact area, activities involved and future plans:

<b>Impact 1: Assist the council to attract a younger workforce and to ensure good quality apprenticeships for local residents</b>
<ul style="list-style-type: none"> <li>• Outcomes to date: 170 apprenticeship starts as at 17/1/20 Apprentice Pay rate has been increased on 1/4/19</li> </ul>
<ul style="list-style-type: none"> <li>• Activities: Managers supported to identify appropriate roles, recruitment workshops for job seekers</li> </ul>
<ul style="list-style-type: none"> <li>• Plans: target hard to fill vacancies</li> </ul>
<b>Impact 2: Support the council to have a more diverse workforce and to ensure job seekers from under-represented and disadvantaged communities have equal access</b>
<ul style="list-style-type: none"> <li>• Outcome to date: 13 Community mentors trained (via RADAR)</li> </ul>
<ul style="list-style-type: none"> <li>• Activities to date: promoting through community organisations, Careers, schools, NEETs and Employee Networks</li> </ul>
<ul style="list-style-type: none"> <li>• Plans: Community outreach events, introduction of talent pool</li> </ul>
<b>Impact 3: Utilise the apprenticeship levy to develop existing staff of all ages to aid workforce planning and address skills gaps</b>
<ul style="list-style-type: none"> <li>• Outcome to date: 92 staff upskilled, 30 staff started on brand new Aspiring managers apprenticeship programme, 6 staff started on a Level 5 Leadership and Management apprenticeship in partnership with Solace.</li> </ul>
<ul style="list-style-type: none"> <li>• Activities to date: council-wide skills audit, managers' drop-in, internal promotion</li> </ul>
<ul style="list-style-type: none"> <li>• Plans: work with services to agree a service based apprenticeship plan, including appropriate targets to support their workforce planning</li> </ul>
<b>Impact 4: To support Corporate Parent role by creating apprenticeship pathways for care leavers</b>
<ul style="list-style-type: none"> <li>• Outcomes to date: a coherent plan agreed, resource/capacity issues highlighted</li> </ul>

- |   |
|---|
| <ul style="list-style-type: none"><li>• Activities to date: multi-service review, consultation with young people,</li></ul>   |
| <ul style="list-style-type: none"><li>• Plans: Enhanced independent living skills support, Saturday Jobs scheme, Personal Advisors and in-work support, Managers' support package</li></ul> |

## **Kirklees Council's 'Saturday Job' Scheme**

### **Introduction**

In order to support our Corporate Parent responsibility People Services has explored a number of options to support care leavers with their employability and in particular to help them to access our apprenticeships.

This has included engagement projects, short-term work placements, employability programme with Kirklees College, ring-fenced apprenticeship roles as well as working with PA's/career advisor to pro-actively assist young people to apply for council apprenticeships.

Whilst these interventions have had some impact, feedback from our managers and young people indicated a need for a more sustainable approach.

This led to the creation of a 'Saturday Jobs' scheme; a temporary paid role in the council to help our care leavers to gain valuable workplace skills and to boost their confidence. Recognising the value of 'Saturday Jobs', our care leavers/LAC tend to miss out on this type of opportunity more so than their peers.

### **'Saturday Jobs'**

'Saturday Job' roles are advertised on the Council's jobs website but are only accessible to care leavers. If the young people express an interest in a role, then the recruiting manager will make contact with them to arrange a time to show them around the areas where they would be working. The application process is designed with wrap around support for our young people so that they gain experience of and confidence in using an online application processes.

Details of how the scheme operates are set out in the 'FAQs' at Appendix 1. As well as the FAQs, there is a support package available for managers which includes an awareness workshop to understand the scheme and discuss key roles such as Personal Advisors and Social Workers; they also have access to ongoing action learning sets that involve all managers involved in supporting the scheme.

To date, 5 'Saturday Jobs' have been made available to our young people with further roles becoming available as the scheme develops. Two young people have started their 'Saturday Jobs', with 3 others in the process.

As part of the wraparound support for our young people, staff from People Services have delivered information sessions to enable applicants to get a better understanding of the Council as an employer. The young people are also supported in how to register onto the Council's job website as well as being guided to make arrangements regarding their bank details so that their wages can be paid.

### **Evaluation**

To date, the pilot has been evaluated at every stage and some early learning points have been taken on board. For example, the initial take-up has been slower than anticipated so we have reviewed the target age group of 16/17 year olds and will be moving towards a younger age group in the future to complement the school offer where possible. There are also learning points around how communications can be improved internally in order to increase the referrals via Personal Advisors.

## Appendix 1

### Kirklees Council – Pilot Saturday Jobs Scheme for Care Leavers

#### FAQs for Managers

##### **What is the ‘Saturday Job’ scheme?**

Care leavers are offered a paid role, with clear tasks, to allow them to get valuable work experience to support our corporate parent responsibilities.

##### **Does it have to be on a Saturday?**

It can be any day of the week.

##### **How will it be funded?**

The salary cost will be paid corporately via Children’s Services.

##### **How long will it be for?**

Care Leavers will be offered a contract to work for the Council, one day a week for up to 6 months. Progress to be reviewed via monthly review meetings.

##### **What will be the rate of pay?**

£7.70 per hour (the same rate as the 1<sup>st</sup> year apprentice rate). They will be paid every 2 weeks, line managers will need to submit weekly timesheets to HD-One.

##### **Will they get leave?**

They will receive annual leave on a pro rata basis. Rather than actual leave to take, the hourly pay rate will be enhanced to reflect the pro rata annual leave entitlement.

##### **How can I offer a Saturday Job?**

You can express your interest by emailing [siraj.mayet@kirklees.gov.uk](mailto:siraj.mayet@kirklees.gov.uk)

You will be asked to complete a template to identify the key tasks you would like the person to undertake.

##### **How will the person be matched to a role?**

Referrals for Saturday Jobs will either come from the PX2 (employability) programme or via referrals from Personal Advisors. Saturday Jobs offered by services will be matched to individual(s) based on their interest and aspirations. Managers will be able to discuss the role with the individual(s) prior to making the offer.

##### **How will the appointment process work?**

To appoint, managers will need to complete the successful candidate form. Given the nature of referral process, references will not be requested. DBS checks will not be normally required as the individual (given their age) will need to be closely supervised at all times. People Services will ensure individuals are supported to complete a basic application form, and arrange for the bank details form to be completed (Personal Advisors can help as needed). The individual will receive a 6-month fixed term employment contract.

##### **Can I offer a role for less than 6 months?**

Services can allow an individual to rotate between different teams to allow the person to get an insight of different roles. This would need to be agreed between respective services or team in advance, including who will be the lead manager.

##### **What happens at the end of the contract?**

Colleagues from People Services and Leaving Care team will work with the manager to support the individual with their next stage of employability and/or further training, including help with applying for future apprenticeship opportunities as appropriate.

## IN BRIEF

# SKILL SHIFT: AUTOMATION AND THE FUTURE OF THE WORKFORCE

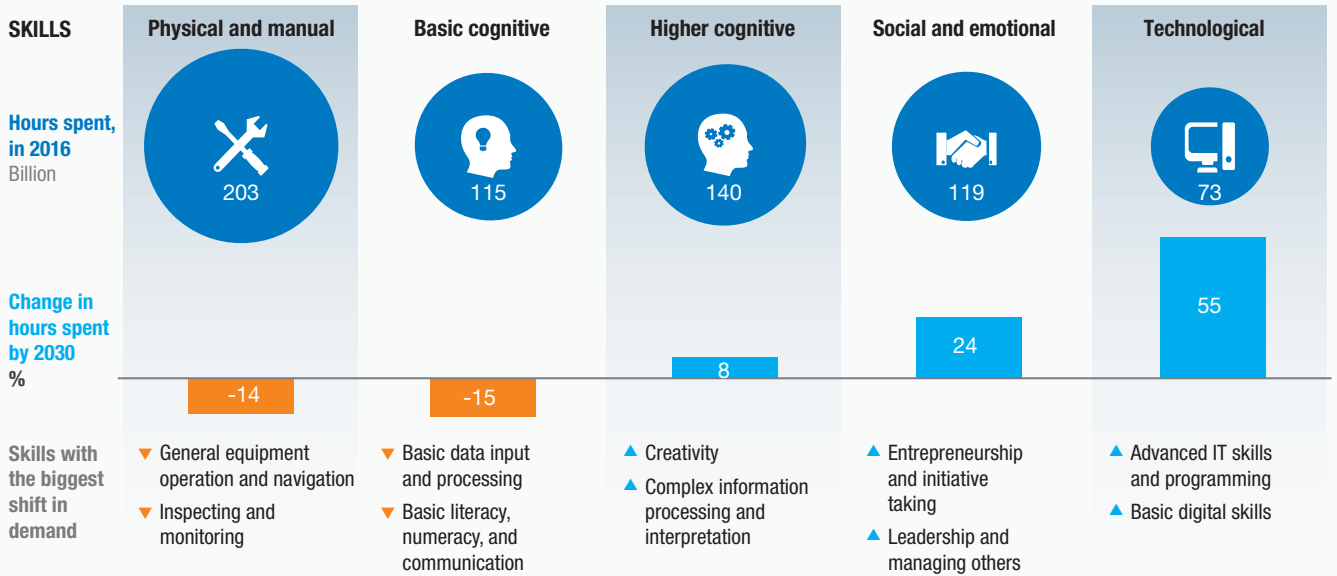
Automation and artificial intelligence (AI) are changing the nature of work. In this discussion paper, part of our ongoing research on the impact of technology on the economy, business, and society, we present new findings on the coming shifts in demand for workforce skills and how work is organized within companies, as people increasingly interact with machines in the workplace. We quantify time spent on 25 core workplace skills today and in the future for the United States and five European countries, with a particular focus on five sectors: banking and insurance, energy and mining, healthcare, manufacturing, and retail. Key findings:

- Automation will accelerate the shift in required workforce skills we have seen over the past 15 years. Our research finds that the strongest growth in demand will be for technological skills, the smallest category today, which will rise by 55 percent and by 2030 will represent 17 percent of hours worked, up from 11 percent in 2016. This surge will affect demand for basic digital skills as well as advanced technological skills such as programming. Demand for social and emotional skills such as leadership and managing others will rise by 24 percent, to 22 percent of hours worked. Demand for higher cognitive skills will grow moderately overall, but will rise sharply for some of these skills, especially creativity.
- Some skill categories will be less in demand. Basic cognitive skills, which include basic data input and processing, will decline by 15 percent, falling to 14 percent of hours worked from 18 percent. Demand for physical and manual skills, which include general equipment operation, will also drop, by 14 percent, but will remain the largest category of workforce skills in 2030 in many countries, accounting for 25 percent of the total hours worked. Skill shifts will play out differently across sectors. Healthcare, for example, will see a rising need for physical skills, even as demand for them declines in manufacturing and other sectors.
- Companies will need to make significant organizational changes at the same time as addressing these skill shifts to stay competitive. A survey of more than 3,000 business leaders in seven countries highlights a new emphasis on continuous learning for workers and a shift to more cross-functional and team-based work. As tasks change, jobs will need to be redefined and companies say they will need to become more agile. Independent work will likely grow. Leadership and human resources will also need to adapt: almost 20 percent of companies say their executive team lacks sufficient knowledge to lead adoption of automation and artificial intelligence. Almost one in three firms are concerned that lacking the skills they need for automation adoption will hurt their future financial performance.
- Competition for high-skill workers will increase, while displacement will be concentrated mainly on low-skill workers, continuing a trend that has exacerbated income inequality and reduced middle-wage jobs. Companies say that high-skill workers are most likely to be hired and retrained, and to see rising wages. Firms in the forefront of automation adoption expect to attract the talent they need, but slower adopters fear their options will be more limited.
- Almost half of the companies we surveyed say they expect to take the lead in building the workforce of the future, but all stakeholders will need to work together to manage the large-scale retraining and other transition challenges ahead. Firms can collaborate with educators to reshape school and college curricula. Industry associations can help build talent pipelines, while labor unions can help with cross-sector mobility. Governments will need to strengthen safeguards for workers in transition and encourage mobility, including with a shift to portable benefits, as ways of working and the workplace itself are transformed in the new era.



## Automation and AI will change the skills needed in the workforce

Total is for United States and 14 Western European countries



## HOW WORKFORCE SKILLS WILL SHIFT

### MINDSET SHIFT

Instilling a culture of life-long learning and providing training opportunities for employees

### ORGANIZATIONAL SET-UP

More agile corporate structures featuring less hierarchy and more collaborative team networks

### "NEW COLLAR" JOBS

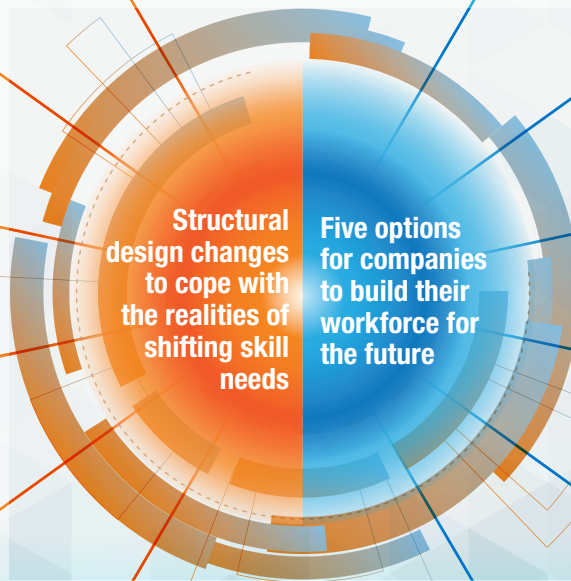
Activities will be reallocated between workers with different skill levels, creating a new set of middle-skill positions

### WORKFORCE COMPOSITION

The booming gig economy will lead to a rise in the use of independent contractors and freelancers

### C-SUITE AND HR CHANGES

Senior leadership and key functions will also need to adapt, including a change in CEO mindset and talent strategies to orchestrate the changes



### RETRAIN

Raise skill levels of employees by teaching them new or more advanced skills

### REDEPLOY

Shift parts of the workforce by redefining work tasks or redesigning processes

### HIRE

Acquire individuals or teams with the requisite skills, increasing the workforce

### CONTRACT

Leverage external workers, such as contractors, freelancers, or temporary workers

### RELEASE

Remove skills not needed by freezing new hiring, waiting for normal attrition and retirement, or, in some cases, laying off workers

### Competition for talent

To recruit the people they need for a new era of automation, companies say they will



Hire away from competitors

Offer more attractive wages

Broaden recruiting efforts including from non-traditional sources

Use industry connections

## DIVERSE GENERATIONS IN THE WORKPLACE

# Workforce Generation Management

## SO WHO ARE THE DIFFERENT GENERATIONS?

Here is how they are often grouped:

