

## Strategic Workforce Planning Support 2021

### Proposed Support Schedule

<b>Council</b>	Kirklees Council
<b>Scoping Meeting</b>	24 May 2021
<b>Support requested</b>	<p>We have included a specific outcome below although we could have ticked every box.</p> <p>Workforce planning is a key corporate priority. As a council we are planning on utilising the new LGA workforce planning tool and are developing plans to begin this work through our People Strategy programme of work. We would welcome any support that could be provided on any aspect of implementing a workforce planning approach in Kirklees which would maximise impact and engagement.</p> <p><b>Anticipated outcome:</b> An approach to workforce planning and talent management to support the retention of the Covid Community Support Officer workforce (anticipated over 100) beyond the end of their fixed term contracts to maintain employment and support the council to address some areas of skill and labour scarcity.</p> <p><b>Background</b> Kirklees has since mid-January, ambitiously and successfully recruited to over 60 Covid Community Support Officers (6-12 month fixed term contracts) with an expectation for this number to at least double over the coming months. This is an example of agile collaborative working approach across teams and services within the Council.</p> <p>Covid Community Support officers are critical to our recovery, undertaking a range of activities as part of our covid response, a further benefit of the roles is being the eyes and ears in communities freeing up the trained and more scarce technical resources to focus on the work only they can do. These roles</p>

	<p>have also provided job opportunities in a climate of high unemployment and have opened the door to working within public services and the Council. The economic impact of the pandemic has created a pool of available workforce who may never have considered public sector work before. Those appointed come from a range of backgrounds ranging from some with limited or no work experience, to ex-army, nurses and cabin crew. These jobs may have changed the course of some people's future careers – we need to identify a mechanism beyond the short to medium term need to deal with Covid issues, to the long term need of the candidates to stay in employment, have a resilience pool for the council and use this unique resource to support and be the workforce of the future.</p> <p>Having this pool of potential talent presents an opportunity to think differently about the future. There are many areas of the Council who could benefit from this pool of staff to be deployed across the council when the pandemic is over – and can be seen as our future Environmental Health Officers, Planners, Engineers, Community Workers and future roles we don't yet know about. It also gives us a unique opportunity for some of these staff to continue to work in our communities to build on our place shaping agenda – to increase community capital and resilience. There is a multitude of opportunities for these people who have come into the Council to help support us in our time of need – is it time to think about the needs of the Council and the public in the future and how we can build on these people.</p> <p>This will require departments within the Council to think differently about the source of future resources, how to deploy staff to do things differently or new things. There is organisational support to think differently and explore opportunities for workforce planning to retain individuals beyond their fixed term contracts; to identify opportunities to develop individuals with potential into key areas of activity where the talent pipeline is scarce. Opportunities to utilise the apprenticeship levy to support can also be explored.</p> <p>We believe that expert input through the LGA consultancy would provide a springboard and best chance of success for this project. The size of this resource within the workforce presents an opportunity to truly put workforce planning and talent management into practice and presents an opportunity to demonstrate the difference that can be made by adopting a strategic approach to workforce planning.</p>
<b>Support Days</b>	<p>MHCLG grant 3 days of funded support</p>

<b>Proposed support</b>	<p><b>Talent Management Review</b></p> <p>After discussions with Kirklees Council, we propose delivering this support in three chosen Services to increase the opportunities for the COVID Community Support Officers.</p> <ol style="list-style-type: none"> <li>1. Desktop exercise to review the current overarching and service-specific recruitment processes and policies as a critical friend</li> <li>2. Deliver interviews with selected recruiting managers to gain an understanding of hard to fill roles in their areas and other job roles available (explore the demand)</li> <li>3. Working with the council, explore suitable skills development opportunities such as apprenticeships for the COVID Community Support offers</li> <li>4. Working with the council, support the design and development of a draft matching framework and the design of a survey to the COVID Community Champions (explore the supply)</li> <li>5. Working with the council, explore the next steps to set up the Talent Pool and matching process</li> </ol> <p><b>Outputs:</b></p> <ol style="list-style-type: none"> <li>1. Desktop review (bullet 1)</li> <li>2. Virtual interviews with selected recruiting managers, HR and OD Officers (bullet 2)</li> <li>3. Workshop with recruiting managers, HR and OD Officers (bullet 3, 4 and 5)</li> <li>4. Final meeting to achieve bullet 5</li> </ol>
<b>Outcomes sought</b>	A talent pool designed to match interested COVID Community Champions with appropriate development opportunities to fill suitable and available job roles
<b>Timeline</b>	Council leading
<b>End of Project</b>	31 March 2022
<b>Date agreed</b>	
<b>Project Manager</b>	Welna Bowden