

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

Healthy and well people

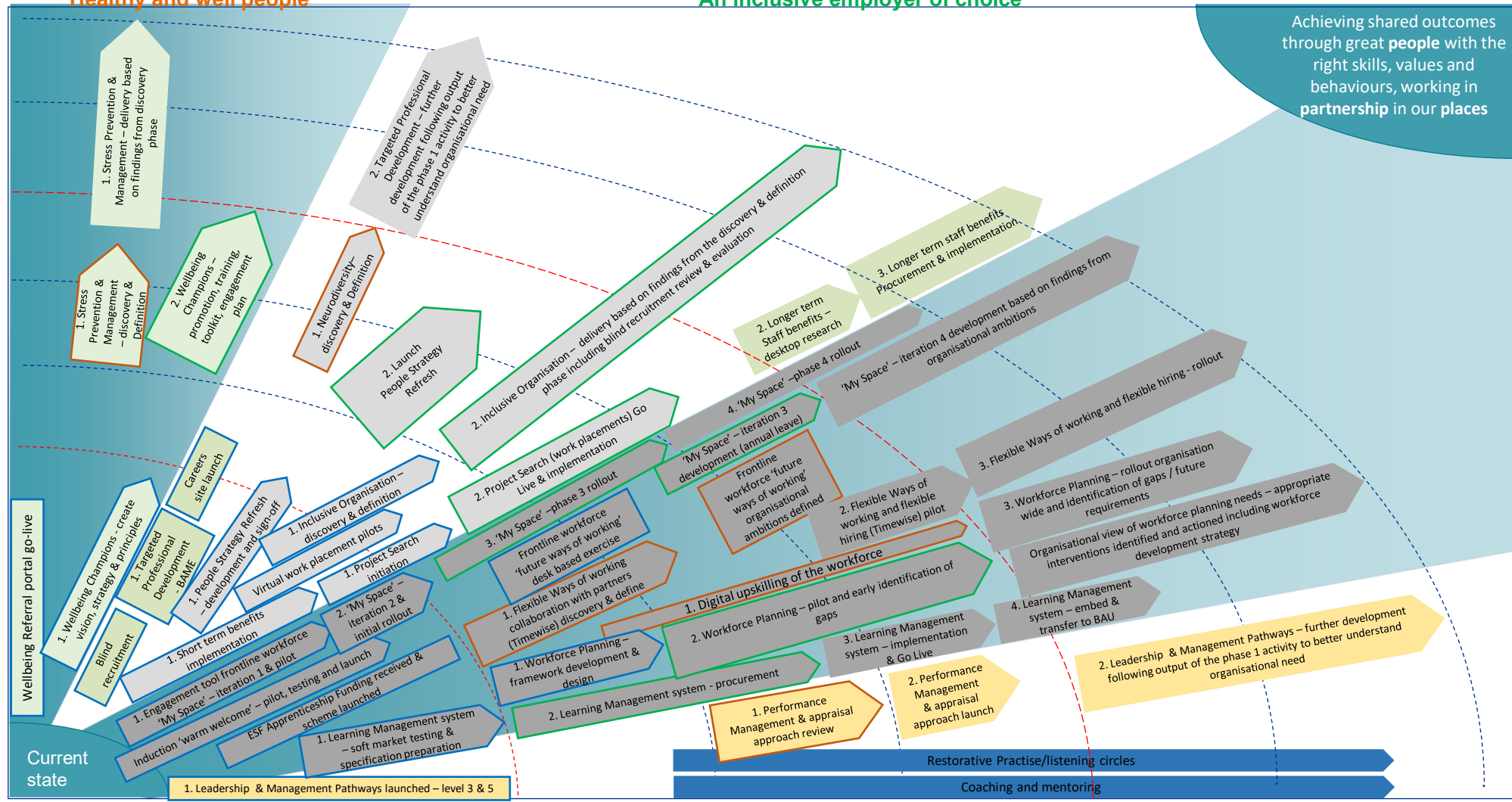
An inclusive employer of choice

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

Highly skilled, flexible and engaged people

Effective & compassionate leadership

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



Timeline: Sept 2020 – Sept 2021 | Oct – Dec 2021 | Jan – Mar 2022 | Apr – Jun 2022 | GATEWAY REVIEW (Lessons learned & Benefits Realisation) | Jul – Sep 2022 | Oct – Dec 2022 | Jan – Mar 2023

PHASE 1 (Oct 2021 – Jun 2022) | PHASE 2 (Jul 2022 – Dec 2022) | TRANSFER TO BAU (Jan 2023)

Re-sequence & Re-prioritisation Sept 2021 | Lessons learned & Benefits Realisation informing Phase 2 delivery design | TRANSFER TO BAU Lessons Learned & Benefit Realisation

Re-prioritised Programme Summary

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

* PAUSE until phase 2 – No further development