

# People Strategy Programme– 12 month roadmap

Overall Programme RAG rating: **AMBER**

Complete	On track	May slip/ slipped non material	May slip with material impact
----------	----------	--------------------------------------	--

◆ Decision Point

\* Original deadline not achieved, re-planned

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

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



## Appendix 4

### Summary

Action has continued to progress the decision at People Strategy Programme Board to streamline the volume of concurrent activity, and the 12 month roadmap above reflects re-planning. The programme has an overall rating of amber as a result of on-going concerns over People Services capacity to lead project activity (risk R4), setbacks to the Learning Management System re-procurement (LMS) (I12), re-planning of two projects (issue I09 and I10 Timewise & Performance Management & Appraisal) due to an unplanned pause, and further delays resulting from increased staff absences due to covid, in particular the frontline workforce future working aspirations piece of work (I6) and the implications of this delay on further programme activity. The budget request submitted for additional People Services resource to support the programme has been approved. Activity is underway to recruit to the positions and therefore it is expected the associated capacity risk will reduce once staff are in post in the first quarter 2022.

Dependencies:	Inter-dependencies
<ul style="list-style-type: none"> <li>Workforce Planning</li> <li>Future frontline worker ambitions</li> <li>Technology Strategy</li> </ul>	<ul style="list-style-type: none"> <li>Recovery – transforming the way we work</li> <li>Tackling Inequalities</li> <li>Technology Strategy</li> </ul>

### 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** – 1<sup>st</sup> 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 2<sup>nd</sup> 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 1<sup>st</sup> 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.