

Contact Officer: Andrea Woodside

## KIRKLEES COUNCIL

### PERSONNEL COMMITTEE

**Monday 14th March 2022**

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

Apologies: Councillor David Hall

**1 Membership of the Committee**

Apologies for absence were received on behalf of Councillor D Hall.

**2 Minutes of Previous Meeting**

**RESOLVED** – That the Minutes of the Meeting held on 2 November 2021 be approved as a correct record.

**3 Interests**

No interests were declared.

**4 Admission of the Public**

It was noted that all Agenda Items would be considered in public session.

**5 Deputation/Petitions**

No deputations or petitions were received.

**6 Public Question Time**

No questions were asked.

**7 Pay Policy Statement 2022-2023**

The Committee gave consideration to a report setting out the Pay Policy Statement covering the period 1 April 2022 to 31 March 2023. It was noted that the report was submitted in accordance with the requirement of Sections 38 to 43 of the Localism Act 2011 that the Pay Policy Statement of an Authority must be approved by resolution before it is implemented, prior to the end of March immediately preceding the financial year to which it relates.

The report advised that the Statement referenced the pay of chief officers of the Authority, which was set out at the Appendix to the report.

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It was noted that the report was submitted for information prior to the submission of the report to Council on 16 March 2022.

**RESOLVED** – That the Pay Policy Statement 2022/2023 be referred to Council with a recommendation of approval.

### 8 **Update on the People Strategy and Workforce Planning**

Prior to the consideration of the report, the Committee were briefed on the Project Search Scheme, which helped young people with learning difficulties to gain skills for employment, and welcomed Hash who explained the benefits of the scheme and how it had enabled him to develop skills and confidence and gain experience in the working environment. The Committee noted that the scheme benefitted from partnership working between the Council, Kirklees College, Real Employment and local employers and enabled participants to achieve pathways into employment.

The Committee gave consideration to a report which provided an update on the People's Strategy programme of work, and ongoing challenges relating to recruitment and workforce planning.

The report advised that the refreshed People Strategy, which was attached at Appendix 1 of the report, would be launched later in the month and linked to the Council's vision and four key outcomes. The Committee were advised that a programme assurance review had taken place in September 2021 in relation to the Strategy which (i) aimed to determine whether it would deliver appropriate and timely outcomes, within an agreed budget and (ii) reviewed governance arrangements. The report set out the key findings of the review and advised that, as a result of this work, the People Strategy Programme Board had approved that volume of concurrent activity be rationalised by prioritising strategic projects that deliver outputs. The sequencing of the programme had been set out in three stages, covering the period October 2021 to March 2023.

The report set out in detail the progress made on key projects to date under the headings of the Council's key outcomes. Appendices to the report provided supporting information regarding the programme in terms of (i) an overview of the refreshed governance arrangements (ii) the programme summary and (iii) a twelve month roadmap of activity.

The Committee also received an update on recruitment and retention challenges which reflected that, at a local level, labour turnover was increasing in the pandemic recovery and that turnover within the Authority was presently 9.1%. The report set out a number of examples of action that was being taken to address the challenges in hard to fill roles, namely highways, engineering, adult social work and adult social care.

In regards to apprenticeships, the report advised that there were currently 70 apprenticeships and that over the past six months 93% of those completing training had moved into employment within the Council. It was noted that nearly 60 new apprenticeship vacancies would be advertised, which would coincide with an apprenticeship recruitment event and would cover a wide range of services. The report also advised that more outreach activities were planned, including community

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centre drop-ins, an outreach van in Batley and interactive workshops for young people on the Kickstarter Programme to promote the apprenticeship vacancies and provide support with the application process. The Committee noted that 79 Kickstart roles had been filled to date and that there were currently 57 young people participating in the programme.

The Committee welcomed the positive benefits of the Project Search Scheme and suggested that a mechanism be identified to raise awareness of the scheme more widely amongst all Members. The Committee also welcomed the progress identified within the report, particularly in regards to addressing recruitment issues in adult social care and the focus being given to developing apprenticeship opportunities.

Discussion also took place regarding the changing pattern of flexibility to working and the need to support managers in their approach to managing flexibility for staff and achieving a successful work life balance. The Committee highlighted that support should also be given to Councillors to support their ability to effectively fulfil their role in the shift of the culture of the organisation. Key issues for consideration going forward were identified as (i) the need to ensure that staff and elected members are supported (ii) that managers be supported and empowered to be effective leaders (iii) the implications of the cost of living crisis upon the organisation and its employees (iv) ongoing recruitment and retention opportunities.

In terms of investment in workforce planning, it was noted that £4.7m of investment had been identified. The report highlighted the importance of allocating budgets to as a priority to critical areas of workforce planning and that an assurance process was currently being established. It was proposed that regular updates be submitted to this Committee to enable Members to have oversight of activity and assurance in regard to the effectiveness of the strategies being adopted.

### **RESOLVED –**

- 1) That the People Strategy Programme of work update be noted.
- 2) That the update on recruitment and retention actions to support the labour market challenges faced by the Council be noted.
- 3) That the proposal for the Committee to have oversight of investment in workforce planning be endorsed.