

Name of meeting: Overview and Scrutiny Management Committee
Date: January 9th, 2024
Title of report: People Strategy – Scrutiny Update January 2024

Purpose of report:

This paper seeks to update Scrutiny on the Council’s People Strategy and invites feedback from Members on progress to date.

Scrutiny members are asked to consider the following:

- a) Thoughts and feedback on what the People Strategy has delivered to date
- b) How would you like to support the shaping of the next phase of the People Strategy

<p>Key Decision – A key decision is an executive decision to be made by Cabinet which is likely to result in Council spending or saving £500k or more per annum, or to have a significant positive or negative effect on communities living or working in an area compromising two or more electoral wards. Decisions having a particularly significant effect on a single ward may also be treated as if they were key decisions.</p>	<p>Yes/ no or Not Applicable Answer Yes/ No if it is a Cabinet report.</p> <p>If yes give the reason why</p>
<p>Key Decision - Is it in the <u>Council’s Forward Plan (key decisions and private reports)?</u></p>	<p>Key Decision – Yes/No This is only applicable to Cabinet reports.</p> <p>Private Report/Private Appendix – Yes/No</p>
<p>The Decision - Is it eligible for call in by Scrutiny?</p>	<p>Yes/No or Not Applicable Answer Yes if it is a report seeking a decision by Cabinet</p> <p>If no give the reason why not</p>
<p>Date signed off by <u>Strategic Director</u> & name</p>	
<p>Cabinet member portfoliohttp://www.kirklees.gov.uk/you-portfolio/kmc/kmc-howcouncilworks/cabinet/cabinet.asp</p>	<p>CIlr Paul Davies – Deputy Leader and Corporate</p>

Electoral wards affected: N/A

Ward councillors consulted: N/A

Public or private: Public

Has GDPR been considered? There are no GDPR considerations at this point.

1. Summary

This paper seeks to update Scrutiny on the Council's People Strategy and invites feedback from Members on progress to date.

Scrutiny members are asked to consider the following questions:

- a) Thoughts and feedback on what the People Strategy has delivered to date
- b) How would you like to support the shaping of the next phase of the People Strategy?

2. Information required to take a decision

Background

2.1

The first update to Scrutiny Committee on the People Strategy following its soft launch was in March 2022 followed by a report in August 2022 focused specifically on recruitment and retention challenges. A further verbal update was provided in August 2023 to the Chair of Scrutiny.

As a reminder, the refreshed People Strategy was soft launched with staff at the Kirklees Leadership Forum in January 2021, At the heart of the People Strategy are the Council's values and behaviours, these link to our vision, Our vision is that:

"We will achieve our shared outcomes through people with the right skills, values and behaviours working in partnership in our places".

Our desired outcomes from our People Strategy are:

Skilled, Flexible and Engaged People - Our people are skilled, flexible and engaged in the work they do and the part they play in making Kirklees a great place. Wherever they work, our people are supported to be the best they can be in their job of today and tomorrow.

Effective and Compassionate leadership - Our people are led and managed effectively by skilled, people focused, compassionate and emotionally intelligent leaders at all levels. Our leaders create inclusive working environments where individuals can grow, develop and thrive.

An inclusive employer of choice - Our people are proud to work for Kirklees. Kirklees is a great, inclusive place where we attract, support and retain people who represent our communities. Our commitment to advancing inclusion in everything we do is clear, and our people feel their differences are valued and respected.

Healthy and Well People - Our people matter; wherever they work, their wellbeing and safety is our priority. Our approach to supporting physical, mental, social, financial and digital wellbeing is person centred, supportive, proactive and preventative to enable our people to thrive.



The People Strategy was ambitious, and over the last two years reviews have taken place both in the program delivery and the People Strategy governance arrangements to reflect the changes in circumstances that the Council are operating within.

2.2 Phase Two Closure and summary of Outcomes:

The agreed project for Phase 2 and 3 are summarised below:

PHASE 2 PROJECTS
Workforce Development: Digital Upskilling of the Workforce <i>Phase 1 projects taken forward into phase 2 delivery</i>
Performance Management & Appraisal <i>Phase 1 projects taken forward into phase 2 delivery</i>
Stress Prevention and Management <i>Phase 1 projects taken forward into phase 2 delivery</i>
Improving data for decision making <i>Phase 2 project</i>
Policy/Employee Handbook <i>Phase 2 project</i>

The phase two projects were prioritised to reflect the Councils changing circumstances and were deemed to be able to deliver the greatest impact. The changes to the People Strategy ensured that the Council were responding to the “here and now” matters whilst not losing focus on the long-term ambitions of the strategy.

This prioritisation reflects:

- Employee productivity
- Reduced turnover of staff – resulting in reduced recruitment/development etc
- Reduced sickness absence

Summary of the key outcomes to date

Outcome 1 - Highly Skilled, Flexible and Engaged People

- Workforce Planning -The workforce planning project is one of the most critical projects in our programme of work, we have invested in and have a well-resourced Workforce Planning team, this work has been critical as we manage financial challenges and make changes to services.
 - 75% of services are engaged with succession planning, broader workforce plans will follow
 - Resources developed to help support managers successfully plan for the future workforce requirements
 - Exit survey’s refreshed and now re-launched across the Council, induction and stay surveys launching in new year, this information will help inform trends and patterns in why staff choose to stay or leave the Council
 - A skills audit tool is being developed to support identifying future skills gaps and deployment opportunities
 - Expert led series of workforce planning workshops with adult services delivered by LGA
 - In the financial year to date we have invested in 135 apprenticeships, 55 of those were for new recruits, and 80 for staff upskilling.
- My Space - The My Space portal delivers a secure Employment Engagement Portal for the frontline workforce, utilising their own personal device. This is critical to future proofing the Council and its staff as a further improvement to communication and engagement with staff .
 - 2,300 frontline employees have accessed the portal to date
 - 465 accessed during November 2023.
 - Transferring employees from paper payslips to access via portal to reduce costs
- Flexible ways of working - whilst we haven’t formally pursued the Timewise accreditation, the benchmarking showed us that we have many of the best practices in place and will continue to focus on the employee handbook and policies as both a phase 2 and most likely a phase 3 initiative
- Workforce Development we have procured a Learning Management System and now have formalized our Wellbeing Champions network. Along with our other networks they play a key role in enring we meet our inclusion ambitions

Outcome 2 - Effective and Compassionate Leadership

- Performance Management and Appraisal (My Conversation) – soft launch commenced and package of support for managers
 - Managers guide created and a version for staff
 - Every full My Conversation will cover all 4 quadrants – Wellbeing, Reflections, Contributions and Development
 - From April 2024 everyone will receive at least 2 recorded My Conversations per year

Outcome 3 - An Inclusive Employer of Choice

- Project Search - 2022/23 cohort graduated with 62% job outcomes, 2023-24 cohort started in September and initial feedback is positive
- Neurodiversity awareness training developed and piloted with People Services staff and Trade Union colleagues
- Commenced Consultation with Trade Union on proposed changes to employee handbook and policy's, prioritising those that will have benefits to staff and Council
- Working with the tackling inequalities programme board to identify areas of focus and priority
- Engagement and joint working with employee networks on a number of policies

Outcome 4 – Healthy and well People

- Council won the Society of Occupational Medicine outstanding Occupational Health Initiative award for the work we have done on developing a pathway for staff with Neurodiversity in the workplace
- Commenced stress prevention interventions with Children social worker teams based in Dewsbury and Batley.
 - Top 3 stressors identified - demand, control and change.
 - Working with SLT to produce an action plan.
 - Valuable information identified.
- **Commenced stress prevention interventions with Adult care teams**
 - 151 completed questionnaires returned.
 - Top 3 stressors identified – demand, control and change.
 - Workshops continue throughout December.

Phase Three Preparations

Some of the organisational context we now operate in is different to when the People Strategy was launched, we have seen significant changes in both personnel and organisational context. There are significant changes in the priorities and pressures on People Services in the context of service change. Whilst we don't anticipate that the high-level themes will change, it is essential to reflect and reconsider the phase three priorities.

We are currently scoping phase three and the Initial thinking includes:

- Not losing the links and importance of being an Inclusive organisation, bringing our values to life
- Our Employer Value Proposition (EVP)
- Attraction, reward, and recognition
- A modern and flexible workforce that is values driven, supported by a handbook and principles that enable efficient ways of working
- Employee engagement and communication, links to My Say (staff survey) and Internal Communication
- The role of our networks and champions

During the transition from phase two to phase three, consultation and engagement will continue with employee networks and the People Strategy steering group.

3. Implications for the Council

3.1 Working with People

Our workforce are crucial to delivering our Council plan and outcomes, our People Strategy is our commitment to our workforce

3.2 Working with Partners N/A

3.3 Place Based Working N/A

3.4 Climate Change and Air Quality N/A

3.5 Improving outcomes for children N/A

3.6 Financial Implications for the people living or working in Kirklees N/A

3.7 Other (e.g., Integrated Impact Assessment/Legal/Financial or Human Resources)

There is nothing additional to add to this report at this time.

4. Consultation

We have not consulted with members of the public in drafting this report, as it provides an update on progress to date and outlines the governance structure of the programme.

The report has received sign off from our Strategic Director, Rachel Spencer-Henshall and has also been reviewed by the workstream leads currently working on the People Strategy to ensure that the information we are presenting is current and accurate.

5. Engagement

Engagement to date has included Cllr Paul Davies – Deputy Leader and Corporate

6. Next steps and timelines

Delivery of the People Strategy programme will continue.

Any actions from this Scrutiny meeting will be noted and considered as part of the programme.

7. Officer recommendations and reasons

Scrutiny are invited to give comments on progress to date and suggestions for future priorities

8. Cabinet Portfolio Holder's recommendations

The Cabinet Portfolio Holder supports the progress update and next steps outlined in the paper.

9. Contact officer

Report Sponsors: Rachel Spencer - Henshall

Contact Officer(s): Shauna Coyle – Shauna.Coyle@Kirklee.gov.uk

10. Background Papers and History of Decisions

The People Strategy has previously provided updates to the Corporate Strategy, Commissioning and Public Health, Senior Leadership Team. The People Strategy has its own programme board and also reports into Councils transformation programme and provided updates at Portfolio Holder Briefings and Executive Board.

11. Strategic Director responsible

