

People Strategy

2017 - 2020

Ambitious

Collaborative

Inclusive

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Foreword by the Chief Executive

Building a new culture for our council is probably the hardest part of the transformation journey. For me, culture is about our values, behaviours and expectations. It's about leadership, accountability, inclusion and diversity. It's ultimately about all of our people working well together, and about us being a productive and performing organisation with high levels of support and challenge. To enable this we will need great people management and effective workforce planning.

If you think of this as an “equation”, it might look like this:

Culture + People management + Effective workforce planning

= A high performing organisation

(high support, high challenge and achieving outcomes)

Great people management is more than ‘managing’. It’s about supporting, challenging and developing our people. It includes our leadership style and the way we do things, working with emotional intelligence, valuing diversity, taking a positive and inclusive approach, engagement, coaching and mentoring.

Workforce planning helps us to understand and develop our people and prepare for the future. It involves skills analysis, exploring development needs, talent management, and succession planning as well as ensuring we make the most of apprenticeships.

Creating the right conditions is vital to enable our culture to flourish. Culture is all of our responsibility, but we must lead by example through our values, decision-making and behaviours.

Our culture stems from our people, and that’s why this People Strategy is so important. We need to value and develop our people, encouraging everyone to embrace the behaviours and expectations. We need to celebrate the strengths of our existing culture – such as our commitment to our communities and residents – and, through our people, bring our new Inclusion & Diversity Strategy and other key strategies and plans to life. But we must also remember that true cultural change takes time, so we need to be patient and supportive whilst maintaining pace.

Introduction

Our vision for Kirklees is to be a district which combines a strong, sustainable economy with a great quality of life – leading to thriving communities, growing businesses, high prosperity and low inequality where people enjoy better health throughout their lives.

Our shared outcomes, developed with our partners, describe what we are all working to achieve for the people of Kirklees:

- Children have the best start in life
- People in Kirklees are as well as possible for as long as possible
- People in Kirklees have aspiration and achieve their ambition through education, training employment and lifelong learning
- People in Kirklees live in cohesive communities, feel safe and are safe/protected from harm
- People in Kirklees experience a high quality, clean, sustainable and green environment
- Kirklees has sustainable economic growth and provides good employment for and with communities and businesses
- People in Kirklees live independently and have control over their lives

To enable this we are striving to be a council that works smart and delivers effectively and efficiently. A council where strong political leadership, priorities and values are central to how we will deliver these outcomes.

The outcomes are specifically supported by two core strategies - the Joint Health & Wellbeing Strategy and the Kirklees Economic Strategy - and our Corporate Plan plays an important role in linking the outcomes to what we do on the ground. We know that these outcomes can only be achieved by high performing employees working well together and with our partners, businesses and local communities. That's where the People Strategy comes in.

Our People Strategy sets out our plans, ambitions and commitment to all Kirklees employees. It draws together the ways in which we will attract, recruit, develop and retain people, supporting and enabling them to reach their full potential and deliver excellent services to the citizens of Kirklees.

We cannot realise our vision for Kirklees without our people. Our continued success relies on the people who work with us being well and working together in a modern, flexible and emotionally intelligent way. Working in organisation where we recognise diversity as an asset that will help us to better understand and meet the needs of Kirklees communities. We are committed to being a coaching organisation that nurtures and develops our employees and maximises the opportunity for everyone to contribute to achieving our aspirations through a planned approach to organisational development.

We will also need to understand the strengths of our communities and focus, in collaboration with others, on using all our resources to build positive and resilient individuals, communities, businesses and places. As our own workforce predominantly live as well work within Kirklees, the vision and our shared outcomes is equally relevant to people as residents as it is to them as employees.

Context

At Kirklees, our approach to leading change is about working well together with the flexibility to respond quickly to opportunities in a constantly changing environment. To do this we need to ensure we attract, recruit, develop and retain high performing employees as our budgets reduce and our services change and develop.

Our [values, behaviours and expectations](#) are at the heart of how we work in Kirklees – *how* we do things is as important as what we do.

Our employee **values** remain our core – we believe in being:

- Passionate about the difference we make
- Confident in our abilities to get things done
- Flexible in doing what we can as well as we can

Our **behaviours**, developed by our own employees and leadership team, define how we work and are important in responding to our challenges. We will be:

- Positive
- Supportive
- Flexible
- Communicative
- Honest
- Respectful



These behaviours inform our job profiles, appraisals and performance management.

Our **expectations** build on the behaviours, illustrating what is expected of our employees, managers and senior managers.

People Strategy Overview

The People Strategy is aligned with the Corporate Plan and a number of other strategies and plans, including:

- Recruitment & Retention
- IR Strategy Framework
- [Inclusion and Diversity Policy Statement](#) and Strategy
- Principles of EIP and ER
- Volunteering Policy
- Sharing Economy (e.g. Comoodle)

Our organisational culture values diversity and ensures our employees have meaningful and challenging work; that they are motivated to perform excellently and have their contribution recognised and rewarded.

Already we work with a [Target Operating Model](#), [Employee Handbook](#), HR policies, Manager Guides and Toolkits, and [MiPod](#) (which assists employees and managers to take responsibility for their own development). All of these have been helping to provide managers and employees with the tools needed as we transform the organisation.

The intention of this strategy is to help us build on the skills we have but recognise that things are changing. We need to develop new skills, whilst working at pace, to become a much more enabling and commissioning type of organisation. To be recognised as one of the best councils in the country by 2020 we need to have high challenge, high expectations and high support. We need to make the council a positive place to work with resilient, skilled employees.

Our Strategic Themes

We are committed to working in partnership with our employees and trade unions in continuing to develop an organisational culture that embraces change, seeks continuous improvement and takes responsibility for actions. A number of key strategic themes underpin this strategy:

1. Support cultural transformation
2. Attract and retain high quality employees, growing our own where we can
3. Developing our workforce
4. Build leadership and management capability and capacity
5. Promote quality assurance and a high performance culture

Progress has been made in some of these areas and further development and actions have been identified around each of these themes.

Understanding and valuing diversity and taking a positive, inclusive approach will be an important part of our cultural transformation. This must be actively embedded to support progress with this People Strategy and, ultimately, lead to improved services and better decision making.

External and Internal Context

This strategy will be delivered in the context of a number of internal and external factors:

- Reducing budgets and workforce and increasing public expectations
- Compelling need to maximise performance management and consequences
- Increasing need to work with volunteers and have an active community
- Increasing expectation for a flexible workforce
- Changing workforce demographics with an ageing workforce profile
- Political uncertainty with UK leaving the EU
- Increasingly competitive labour market with scarcity of some skills

This strategy has been developed in conjunction with People Services, the Chief Executive and Senior Leadership Teams and has involved substantial reflection on how the Council needs to develop, with pace, to support the achievement of our vision for Kirklees..

Our Strategic Themes

1. Support cultural transformation

We have made significant changes already towards a new culture for Kirklees. We recognise the importance of intelligence led decision making to inform the commissioning of outcomes for our communities and citizens.

We also recognise the importance of our leaders delivering through others, in partnership and without the constraints of hierarchy.

We will support our communities to do more for themselves and each other, focussing our attention on doing what only the council can do

Our continued success relies on the people who work with us being well and working together in a modern, flexible and emotionally intelligent way. On us continuing to develop a positive, diverse, nurturing, fast moving and vibrant culture where employees work hard, take risks and responsibility, are kind to each other and deliver excellent services with and for the citizens of Kirklees. Our employees will reflect the diverse nature of our communities and will work creatively and with innovation to deliver excellent services.

We have:

- defined the vision, behaviours and expectations for how we want to be, and communicated that widely
- introduced senior management arrangements which support an approach of commissioning outcomes for our communities, building community capacity and partnership working

To enable cultural transformation we have already begun to put in place a number of building blocks including:

- an [Inclusion and Diversity policy statement](#) (with associated [actions](#) during 2016-17), leading to the agreement of a new Inclusion and Diversity Strategy
- updates to our HR policies, procedures and toolkits to make them easier to find and use, with accompanying internet videos
- a pool of qualified internal coaches who have already coached over 260 Kirklees employees
- using SAP to enable greater manager self-sufficiency in terms of accessing performance data
- Business Information packs for managers with useful employee information
- a 'Target Operating Model' with key principles for service redesign
- regular 'pulse surveys' to ascertain the mood of the organisation

We will:

- promote citizen led democracy with strong political leadership
- develop and implement intelligence led commissioning and decision making
- ensure greater accountability through better performance and risk management
- develop partnership working across Kirklees promoting collaborative ways of working to deliver shared outcomes for the population
- establish and promote the Council as a coaching organisation
- actively promote employee health and wellbeing, encouraging employees to look after themselves and ensuring appropriate mechanisms are in place to support employees and maximise attendance
- promote, encourage and embed a culture of being positive and inclusive in how we work – including an inclusive approach to people development to ensure we support the development and progression of employees from diverse backgrounds and work to overcome any barriers that may exist
- promote, embed and provide support for Mobile & Agile as a way of working
- promote and encourage innovation and creativity in all areas and at all levels of the Council
- provide support for aspects of culture development and change through the newly established People Services and strategy implementation plan

2. Attract and retain high quality employees, growing our own

It is vital that we attract and retain a high quality, diverse workforce at all levels in the Council with the relevant knowledge, skills and behaviours to achieve excellence to deliver the best services we can. Using strong succession planning, robust career planning and talent management we will make sure we always have excellent employees in the right jobs, in the right places at the right time.

We have:

- developed short, descriptive job profiles that incorporate behaviours and expectations to replace long job descriptions
- introduced web-based approaches to recruitment advertising
- developed microsites for particular recruitment campaigns
- used targeted recruitment fairs for hard to recruit jobs
- targeted apprentice adverts to match the council's needs and designed assessment centres that are specifically geared to young people
- promoted apprenticeships in schools, offering support where needed
- developed non-traditional apprenticeships such as marketing and digital
- introduced market forces payments to attract and retain some critical posts
- introduced online DBS checks

We will:

- develop our Kirklees approach to recruitment to enhance the experience for both candidates and recruiting managers through the application of best practice.
- develop and implement a new induction framework to enable new recruits to engage and develop into their roles as efficiently and smoothly as possible
- work with managers to develop a robust succession planning process
- introduce a talent management process which identifies and nurtures our rising stars and aligns career aspirations with organisational need

3. Developing our Workforce

We will prioritise the development of our workforce, encourage ongoing learning and self-development and support the career development of our employees in a flexible way to enable their aspirations to match our business needs.

Robust workforce planning, succession planning and talent management will support employees to have open conversations with their managers about their development and career progression.

Employee engagement, career development pathways and making good use of the Apprenticeship Levy will be paramount here.

We have:

- redesigned our appraisal process and guidelines, taking a flexible approach and providing an easy to use template to support an effective discussion around performance, wellbeing and personal/career development
- defined and developed a set of behaviours and expectations for all our employees and provided support to explore and embed these
- developed and periodically refreshed MiPod as a self-service online tool to support employees in managing and taking responsibility for their personal and career development
- launched our 'Go Learn' blog as an additional tool for sharing ideas and prompting thinking and action around personal development
- continued to provide a range of learning and personal development support to employees across the council (including workshops, short courses, e-learning etc. – all available via MiPod Xtra)

- introduced the expectation that at that end of any service change each individual will have a personal development plan (PDP)
- provided a graduate scheme in some areas, supported by induction and development activities
- developed a good quality apprenticeship programme with a broad range of skills and behaviours, support and development
- developed support packages for managers to help them manage their apprentices
- been recognised as 'highly commended' in the Apprenticeship Awards 2017

We will:

- develop a workforce planning tool (that reflects what we know about our employees as well as the wider context) to enable the organisation to understand and manage the workforce more effectively and plan for the future
- encourage and promote the use of the appraisal scheme for manager/employee discussions about development needs and career progression
- develop flexible career pathways to attract and retain excellent employees, including apprentices, so that there is a clear, achievable career development route for those who want to progress
- develop and retain new staff and apprentices from diverse backgrounds to better reflect our communities
- identify the future skills and role requirements of the organisation and maximise the use of the Apprenticeship Levy to address these gaps
- develop and embed a mentoring scheme and explore placements across public/ private partnerships to develop greater understanding of each other's areas of work
- continue to provide a range of personal and career development support, prioritised to reflect organisational need and increasingly making use of approaches such as action learning and coaching.

4. Build leadership and management capacity and capability

Maximising the capacity and capability of our managers is paramount to ensure they are the best they can be to deliver excellent services to our citizens. We want to ensure that support and development is available for all our managers and that we have a framework in place to help guide that development and provide some consistency.

We have:

- specifically detailed our expectations of a Kirklees employee, manager and senior manager, building on the behaviours
- conducted an audit to ascertain managers' needs
- continued to provide a range of options for skills and capability development for Kirklees managers, with support available for exploring different development options
- invested in 'Coaching as a Leadership Style' training for our managers
- held master classes on current topics to inform and engage managers
- continued to develop and refresh MiPod as a resource to help employees and managers to take responsibility for their own learning, including a bespoke area for managers and leaders
- begun to develop a leadership and management framework to clarify the attributes that are important and support the development of our aspiring and current managers in these areas (see Appendix 1 - "Horizons")

We will:

- promote and embed the Horizons framework, ensuring appropriate support for development across the three levels, providing clear signposting to relevant information and guidance and encouraging people to take responsibility for their own development
- actively encourage managers from all backgrounds to work within the council and provide appropriate support for their ongoing development
- build resilience into our culture and approach, supporting managers to develop personal and team resilience

- develop leadership capacity and capability to ensure the right culture is vested, employees are skilled and motivated so that services are transformed, residents benefit from the council's work and key outcomes are delivered

5. Promote quality assurance and a high performance culture

Managers are accountable for quality assurance of their team's and their own performance.

Through one-to-one meetings all managers and employees will have performance targets set and monitored that are aligned to council objectives. We will develop and nurture managers and employees. We will also monitor closely and support those who are not on target to ensure that ultimately everyone is performing at full capacity, ensuring that we are a productive and performing organisation with high levels of support and challenge.

We have:

- re-designed and re-launched an easy to use appraisal scheme and trained in its use.
- developed a behaviours framework and expectations with employees and for employees that is easy to understand and evidence
- developed MiPod, which helps employees take personal responsibility for their own development
- provided 'Coaching as a Leadership Style' training for managers and staff across the organisation
- introduced clearer council priorities and gained the commitment of councillors and senior staff to drive through an Outcomes Based Accountability (OBA) approach that puts the impact for the public at the heart of the actions we take.

We will:

- have managers who are fully aware of the overall performance context and who understand the performance expectations placed upon them (a clearly expressed performance culture, with an outcomes-driven approach)
- develop high quality, effective and efficient corporate performance reporting with a focus what matters and its associated risks – through a high level of manager engagement in and compliance with corporate service planning and performance reporting standards
- expect high quality, effective and efficient operational performance management by managers who understand the business they are in, what high performance looks like and who know how close they are to achieving it.
- expect high quality and emotionally intelligent leadership by managers in the personal and professional development of staff and the management of any under-performance.

Monitoring the Strategy

The People Strategy is owned by the whole council, with a shared responsibility for embedding the five strategic themes. This Strategy (along with the specific actions in the People Strategy Plan at Appendix 2) will be reviewed annually by People Services who will report back to the Executive Team on the progress of implementation.

Appendix 1: summary

Our Kirklees People Strategy

achieving our vision and shared outcomes through a strong focus on great people with the right skills, mindsets and behaviours working well together



- ✓ Supporting the ongoing learning and development of all of our people in response to changing organisational needs
- ✓ Encouraging people to take responsibility for their own personal development and enabling managers to support this well
- ✓ Effective use of appraisals, the Apprenticeship Levy, graduate programmes, signposting, suggested learning pathways etc



Appendix 2: Horizons – a framework for Kirklees leaders and managers

Introduction

A modern, flexible and emotionally intelligent organisation needs leaders and managers at all levels who:

- Have the **core skills** needed to perform effectively themselves and feel confident in managing the performance of their teams
- Can nurture and **support** employees, provide constructive feedback, **challenge** when needed and have open, honest (and sometimes 'difficult') conversations
- Adopt the right **approaches and mindsets** to support our ongoing cultural transformation

That's why building the capability and capacity of Kirklees leaders and managers is a central theme within our People Strategy and the "*Horizons*" framework is designed to support this. It outlines different stages of management and leadership (Aspiring-Achieving-Leading) and what's expected of people at each stage, providing a tool for both assessing capability and identifying appropriate learning and development support.

Leadership and management development is certainly not new to Kirklees Council but we know it is more important than ever to be clear about what is expected, enable managers to identify areas for development, get the support they need in different ways and create pathways for development to enable better career planning and progression across the organisation.

Our expectation of all council employees is that people take responsibility for their own development – and this applies as much to our leaders and managers as anyone else.

We need leaders and managers who know how to manage people and resources, who are well rounded and proficient in all aspects of management and not just skilled in their particular technical area or profession. We need people who understand the wider context they are working in, are able to work collaboratively and can build effective relationships. We also want to be transparent, so that managers can plan their career through the organisation and see what skills and attributes are needed at various stages to enable them to progress.

We know that many of our managers have the skills and attributes that enable them to manage well. This is why we are not suggesting that everyone has to attend a generic management course or take exactly the same approach to demonstrating the mandatory skills, knowledge and attributes of a Kirklees manager and leader. However, even the most capable manager may welcome more development in some areas (particularly around new and emerging themes or the development of more transformational skills). Increasingly this will be about people sharing their knowledge and experiences and learning from each other.

With "*Horizons*" we have taken an approach where the core skills and attributes of an effective Kirklees leader and manager are mandatory (i.e. they must be demonstrated/developed), but the way in which these are evidenced or developed is more flexible. So everyone will be expected to review the relevant attributes, have a conversation about how well they are able to demonstrate these and identify specific areas for development as part of their appraisal discussion. It is suggested that this could also form part of the process of agreeing a personal development plan following service reviews.

The important thing is that **managers are responsible for their own development**. We will support and encourage managers by providing different pathways and opportunities to support their learning and development, but ultimately it is their responsibility.



I take responsibility for my own development because I want to be the best I can be.

What is Horizons?

As Kirklees Council leaders and managers we want you to be able to expand your horizons and develop your career in a way that combines your expectations and aspirations with organisational expectations and business need. “Horizons” provides a development pathway for leaders and managers at three stages:

1. Aspiring

a) supporting our **aspiring leaders of the future** to develop the attributes required as the first stepping stone for career development from aspiring to achieving to leading (“growing our own”)

b) supporting **new* and emerging** Kirklees managers and leaders** to perform effectively in their first management role and beyond

*[i.e. *people new to a management role and ** people likely to be taking on management responsibilities within the next 12 months]*

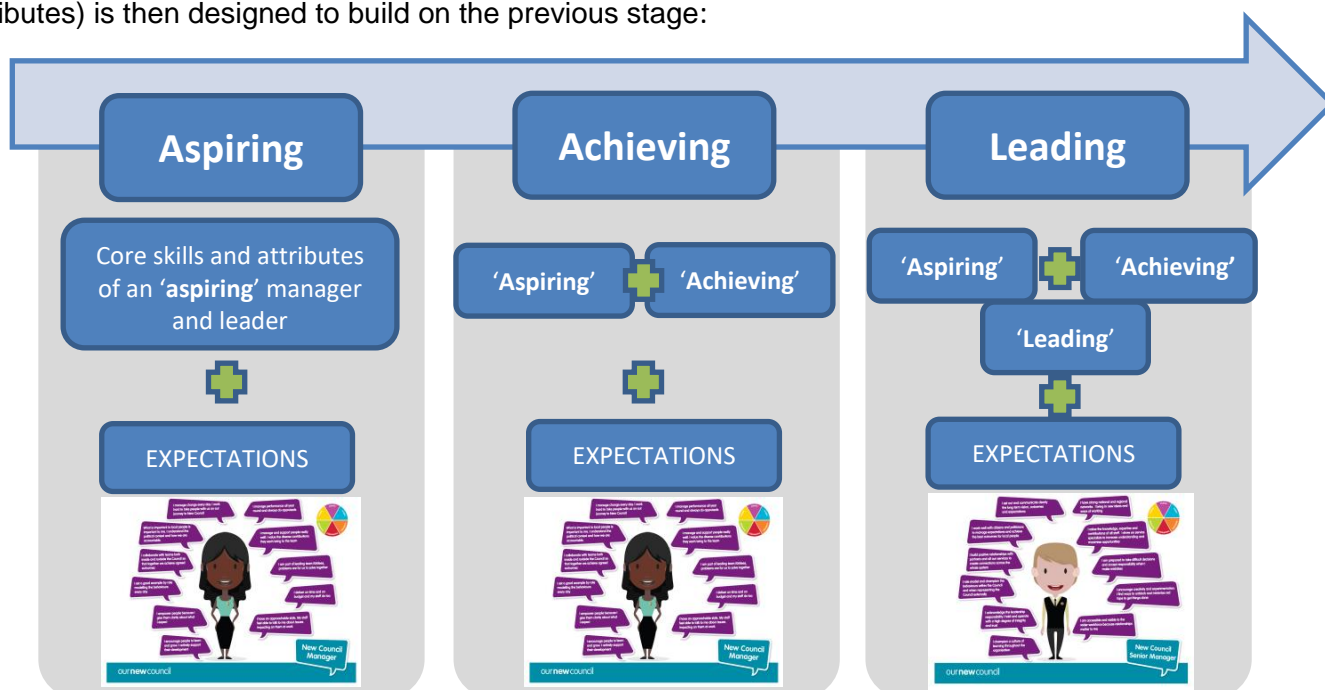
2. Achieving

...supporting our **current managers and leaders** to fulfil specific development needs or refresh their learning and skills in key areas

3. Leading

...supporting our **senior leadership team** (Strategic Directors, Service Directors and Heads of Service) to grow, develop and work effectively together

Our [behaviours and expectations](#) provide the foundation for all three stages of development: the expectations of [Managers](#) directly support the ‘Aspiring’ and ‘Achieving’ stages, with the expectations of a [Senior Manager](#) underpinning the ‘Leading’ stage. Each “Horizons” stage of development (core skills and attributes) is then designed to build on the previous stage:



At each stage ‘Horizons’ will:

- Highlight the **core skills and attributes** that a manager must be able to evidence (mandatory).
- Show how those attributes could be **evidenced** and encourage the use of development plans.
- Support the **induction** of new managers.
- Provide suggested **pathways for learning and development** (for example a suggested route for new managers, via MiPod Xtra) and highlight the additional **support** available.
- Promote **coaching and mentoring** internally and across external partners.
- Suggest other potential ways to gain the learning (including **action learning sets, masterclasses** etc).






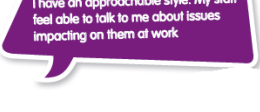



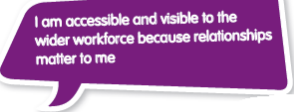











What are the attributes?

The core skills and attributes associated with each stage of “Horizons” development (Aspiring-Achieving-Leading) are listed below, grouped under key themes:

	Aspiring (new and aspiring managers and leaders)	Achieving (current managers and leaders)	Leading (senior leadership team)	
Core skills and attributes				
Culture – the way we do things in Kirklees	<ul style="list-style-type: none"> ✓ Understanding and working with our values, behaviours and expectations. ✓ Using coaching as a leadership style. ✓ Promoting equality, valuing diversity and taking a positive, inclusive approach. 	<ul style="list-style-type: none"> ✓ Developing and working with emotional intelligence. ✓ Understanding intelligence-led working: outcome-based accountability (OBA) and commissioning for outcomes. ✓ Effective ‘mobile and agile’ working as a 21st century manager. 	<ul style="list-style-type: none"> ✓ Building and leading a true learning organisation. ✓ Building and leading an intelligence-led, insight driven organisation. ✓ Leading change in a political organisation. 	Cultural shift, mindsets and practice
Managing people and performance	<ul style="list-style-type: none"> ✓ Attracting, recruiting and retaining diverse people with the right skills, knowledge and behaviours. ✓ Managing people (understanding and working with our Employee Handbook and policies/guidance). ✓ Having an effective appraisal conversation. ✓ Honest feedback and having difficult conversations. 	<ul style="list-style-type: none"> ✓ Developing, motivating and empowering your team. 	<ul style="list-style-type: none"> ✓ Leading people through large scale change – decision making and ownership. ✓ Managing industrial relations and collective bargaining. 	
Managing finance, risk and resources	<ul style="list-style-type: none"> ✓ Understanding financial management and procurement (Kirklees financial and contract procedure rules). 	<ul style="list-style-type: none"> ✓ Budget management in practice: meeting the financial challenge. ✓ Managing and escalating risk: making the right judgements to avoid reputational risk. 	<ul style="list-style-type: none"> ✓ Leading financial change and managing complex budgets and resources. 	
Working in a political environment	<ul style="list-style-type: none"> ✓ Awareness of political make-up and how the council works (governance, decision making, reporting etc). ✓ Understanding of and being able to work in a political environment (role of a councillor, requests etc). 	<ul style="list-style-type: none"> ✓ Further political awareness and engagement: developing effective councillor-officer relationships. ✓ Building political awareness within your team. 	<ul style="list-style-type: none"> ✓ Working strategically with councillors to inform decisions and manage impact. ✓ Understanding/building effective political relationships at a local and regional level. 	
Communication, engagement, networking and relationships	<ul style="list-style-type: none"> ✓ Clear and effective everyday communication (verbal and written). ✓ Building effective networks and positive working relationships with colleagues. 	<ul style="list-style-type: none"> ✓ Communication and engagement– sharing info/key messages, building understanding and engaging your team. ✓ Collaborative working internally and externally. 	<ul style="list-style-type: none"> ✓ Communicating a clear vision/priorities. ✓ Building the reputation of Kirklees locally, regionally and nationally: advocacy and storytelling. ✓ Working together: effective networking and collaboration at a local, regional and national level. 	
Mandatory/ technical skills and knowledge	<ul style="list-style-type: none"> ✓ Basic health and safety management. ✓ Information governance and data protection. ✓ Using SAP - Manager Self Service (MSS) portal. ✓ Working with data and intelligence (core skills). ✓ Project and programme management/monitoring. 	<ul style="list-style-type: none"> ✓ Effective use of data and intelligence (business and strategic intelligence). ✓ Using SAP – Business Intelligence module. 	[any specifics appropriate to individual role/ leadership responsibilities, for example SIRO – Senior Information Risk Owner]	
Wellbeing and resilience	<ul style="list-style-type: none"> ✓ Looking after yourself and others (including stress and pressure management, and building resilience). 	<ul style="list-style-type: none"> ✓ Actively promoting wellbeing and self-care (physical activity, mental health, flexible working, support for carers etc). 	<ul style="list-style-type: none"> ✓ Leading a ‘well’ and resilient organisation by example as a positive role model. 	

What's expected - where do the behaviours and expectations fit in?

The council's expectations for managers and senior managers should underpin the specific skills and attributes

	Aspiring	Achieving	Leading
	<u>Manager</u>		<u>Senior Manager</u>
Culture – the way we do things in Kirklees			
Managing people and performance	     		  
Managing finance, risk and resources			 
Working in a political environment			
Communication, engagement, networking and relationships	 		   

Evidence and development plans

We expect that appraisals for all existing managers will involve a discussion around the core skills and attributes required, supported by appropriate evidence for each one. Where managers are not able to evidence that they have a particular skill or attribute or are already working towards this, a development plan should be drawn up that shows how they will achieve this and by when. For example:

Which skill/attribute do I need to develop?	How will I get there?	By when?
Understanding basic financial management	Attending a masterclass, preparing a budget with Francis and attending meetings with me on budget setting	December 2017

For some attributes there may be suggested workshops or courses to attend (for example “Coaching as a Leadership Style”), or masterclasses on particular topics (which may change over time in response to organisational need). For other areas of development, action learning sets could be set up to encourage sharing of experiences and ongoing learning, or coaching/mentoring may be recommended. The Apprenticeship Levy provides an additional option to support the development of aspiring managers or current managers.

Whatever the route agreed on, it is important that a development plan is a living document that is referred to as part of one-to-one meetings to see how well the manager is progressing.

Induction of new managers

When a manager is new to the organisation or appointed to a new role, their manager must meet with them and discuss the relevant stage of Horizons for that role and their development. The first stage (‘Aspiring’) is specifically designed to support new and emerging managers to perform effectively in their first management role, but managers may also be joining the organisation in a more senior role.

Skills, attributes and evidence should be explored as highlighted above – and it will be usual for a new manager to be able to fully evidence some attributes, have some evidence for others and no evidence at all for a few. As with existing managers, a development plan should be agreed as appropriate.

Following service reviews it is expected that development plans will support people into their new roles.

Learning & development support and pathways

Some learning and development support can be provided by People Services (HR and Learning & Organisational Development), although capacity for this is limited. The support offer will remain flexible according to organisational need and currently includes:

- ✓ Workshop programmes, for example:
 - Coaching as a Leadership Style (2-day programme)
 - Introduction to Management (4-day programme - external)
- ✓ Internal workshops, for example Honest Performance Conversations and Feedback
- ✓ elearning modules, for example Recruitment: People Selection
- ✓ ‘How to’ guidelines (e.g. SAP, flexible working, attendance management etc)
- ✓ Suggested pathways/routes for learning – e.g. our suggested route for new managers
- ✓ Options for external qualifications (various levels) via the Apprenticeship Levy
- ✓ [MiPod](#) – links, videos, useful info and resources (including [‘Leadership’](#))
- ✓ [Coaching](#) and mentoring
- ✓ Masterclasses (various)
- ✓ Action Learning Sets

All employees can use [MiPod](#) to explore learning resources and [MiPod Xtra](#) (login required) to manage and book a range of learning and development activities and access additional resources. MiPod Xtra now includes specific catalogues for each “Horizons” stage of development as well as a whole range of support for wider workforce development.

Coaching and mentoring

A **coaching** culture across the organisation is central to our People Strategy. This is about both developing the coaching skills of managers and the provision of bespoke coaching support. Coaching is already available to all Kirklees Council employees, including our leaders and managers and we have a pool of qualified coaches across the council. Coaching is about helping you find your own solutions in relation to specific goals and it can help to support you in your current role as well as preparing you for the next step.

To find out more about coaching please see our [coaching intranet page](#) or MiPod - [Coaching](#).

Mentoring is different, with a mentor usually being someone from the same professional area or field of work who is more experienced than the mentee and willing to use their knowledge to advise, guide and help their mentee to learn. Mentoring takes place informally across the council but we are also setting up a mentoring programme to help support this as an alternative form of development.

Action learning sets and master classes

Action learning is a structured approach to solving real, complex, work-based problems with a group of diverse peers who work together to provide a solution, action it and reflect upon the results for further learning. The group meets regularly and they work collectively. It promotes problem solving, curiosity, inquiry and reflection. We can support the set-up and facilitation of action learning sets, though the ultimate aim is that these become self-managing.

Master classes are another approach to learning supported by People Services, though these are usually run by or co-delivered with colleagues who are more 'expert' in a particular topic or method and can impart that knowledge to a group of employees who want to learn. They are usually very interactive, with an emphasis on sharing 'real world' learning and experiences.

The Apprenticeship Levy

The Apprenticeship Levy provides an additional option to support leadership and management development across all 'Horizons' stages, from aspiring to achieving to leading.

The levy is a ring-fenced corporate pot of money which can fund appropriate qualifications at all levels, including at management level. Examples of these include:

- Level 3 Team Leader/Supervisor
- Level 5 Operations/Departmental Manager
- Level 6 Chartered Manager Degree

To explore this option further please contact People Services (Apprenticeships).