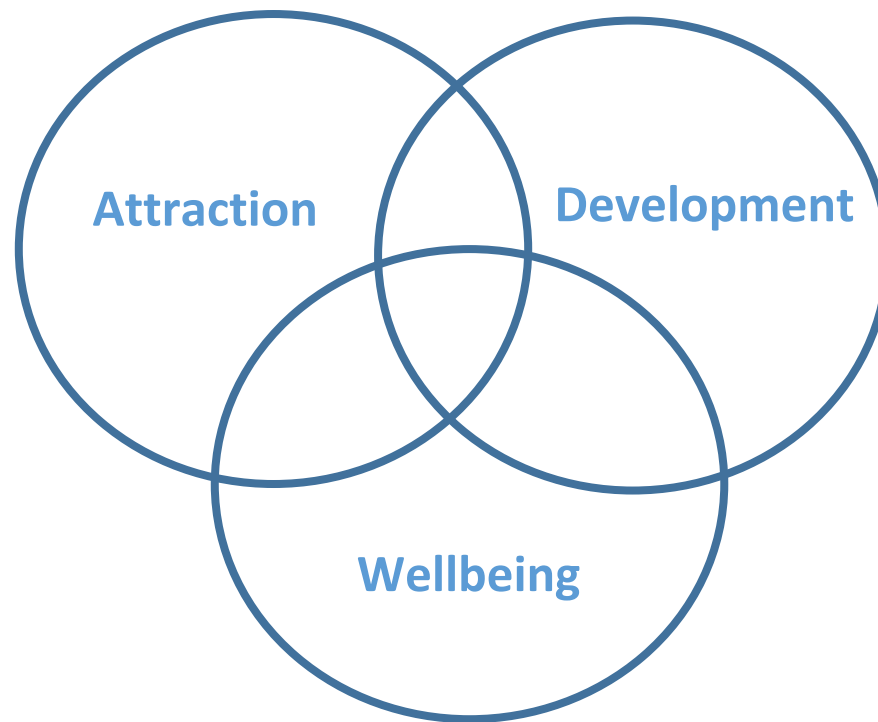


# Our Kirklees People Strategy

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

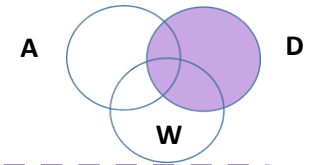


# OVERVIEW AND ACTION PLAN – Development

## Introduction and context

- Our [Kirklees People Strategy](#) was first launched in November 2017, providing a specific people 'lens' to organisational thinking around how we will work in Kirklees to realise our Kirklees vision and outcomes.
- Since the launch of the strategy, 8 different workstreams (workforce planning; recruitment; induction; apprenticeships; leadership & management; coaching & mentoring; performance; employee health & wellbeing) have been in progress. Building on previous work (see 'we have...' and 'we will...' sections of the People Strategy), they have been researching, developing and taking forward actions in these key areas.
- We have now refocused these workstreams into three overall theme areas - Attraction, Development and Wellbeing:
- This document provides a high level overview of each of the three themed areas, along with an action plan.
- The action plans summarise what we have done so far and our next steps/action areas. These will evolve and develop as we continue to progress; this is a working document.
- Whilst the focus is predominantly on Kirklees Council, we will also be considering how we can best link in and work with schools, KNH and other partners.

## DEVELOPMENT: an overview



We...

- ✓ Take responsibility for our own development
- ✓ Make effective use of the Apprenticeship Levy
- ✓ Identify skills for the future and support our people to acquire them
- ✓ Keep on learning!

### CORE DEVELOPMENT OFFER

- MiPod, MiPod Xtra and Go Learn
- Workshops, elearning, action learning
- Horizons framework
- Coaching and mentoring

We...

- ✓ Develop ourselves (in line with 'Horizons')
- ✓ Support the development of others
- ✓ Make effective use of the Apprenticeship Levy
- ✓ Keep on learning!

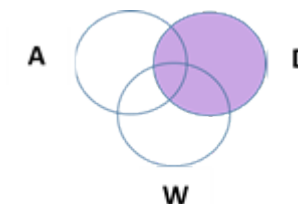
We...

- ✓ Are emotionally intelligent
- ✓ Stay well and are resilient
- ✓ Are diverse and inclusive
- ✓ Have a coaching culture
- ✓ "Work with" people rather than "doing for/to" them
- ✓ Work in a flexible, mobile and agile way
- ✓ Work in partnership (a place-based approach)
- ✓ Have councillors at the heart of what we do
- ✓ Celebrate success

We...

- ✓ Are intelligence-led and focused on outcomes
- ✓ Are accountable for individual and team performance
- ✓ Have regular, good quality performance conversations
- ✓ Provide support and challenge
- ✓ Are effective in our approach to workforce and succession planning

## DEVELOPMENT: action plan



### Cultural transformation

#### What we've done so far...

We are running a new emotional intelligence workshop; we have provided development support for 'mobile & agile' working; we have relaunched the Inclusion & Diversity Hub (and joined Inclusive Employers as a member); we are continuing to embed and build on our coaching culture; a restorative practice session has been run at CMG+ (with a working group now established to take this forward).

#### Action areas...

What	How	Who	When	Outcome
Emotional Intelligence	New one-day workshop developed and piloted - now running and available to book via MiPod Xtra.	L&OD team	[COMPLETED - 6 x workshops run for 80 staff by June 2018].  Workshops are now ongoing.	Employees are self-aware and better able to understand, manage, and effectively express their feelings, as well as to engage and navigate successfully with those of others.
Councillors at the heart of the organisation	Work being taken forward by the Democracy Commission and Democracy Service.	Democracy Service/Carl Whistlecraft	Ongoing	Kirklees is a place where Councillors are at the heart of everything we do
Inclusion & Diversity	<ul style="list-style-type: none"> <li>• Refresh and relaunch of I&amp;D Action Plan (supporting the strategy).</li> <li>• I&amp;D annual report – review of progress/next steps.</li> <li>• Maximise the benefits of Inclusive Employers membership (inc. workshops, webinars, packages and consultancy support).</li> <li>• Build on behaviours and expectations to embed.</li> <li>• National Inclusion Week comms and activities.</li> <li>• Plan, launch and deliver first Kirklees I&amp;D awards.</li> </ul>	I&D Hub  (+ all managers and employees)	[COMPLETED – Strategy in place, info on MiPod/MiPod Xtra, joined IE] <ul style="list-style-type: none"> <li>• Annual report to full Council autumn 2018.</li> <li>• Action plan refresh (June-Aug 2018).</li> </ul>	Kirklees is a positive and inclusive place to live and work; we have a committed and diverse workforce; people are valued for what they bring; people feel that they can be themselves and are included and not excluded.

What	How	Who	When	Outcome
			<ul style="list-style-type: none"> <li>• NIW - 24-30 Sept 2018.</li> <li>• Awards – Spring 2018.</li> </ul>	
Coaching and mentoring	<ul style="list-style-type: none"> <li>• Coaching report – gathering evidence of how the current workforce offer is impacting on the organisation and adapt the offer accordingly.</li> <li>• Coach development – update our CPD and supervision offers to ensure that coaches are receiving the most current and appropriate development for their practice.</li> <li>• Explore and implement partnership working – make links with the voluntary sector and schools, and extend our existing offer to them; explore and put forward options of partnership working with public health.</li> <li>• Promote coaching to ensure it is embedded into organisational culture and connects with ongoing transformation and change.</li> <li>• Clarify, develop and promote a mentoring offer to all staff.</li> </ul>	Coaching Co-Ordinator  L&OD team  (+ all coaches)	By Spring 2019	We are a coaching organisation where our managers effectively use coaching as a leadership style; coaching is available to all employees to support their personal development; where coaching supports organisational change; and where we are working with partners to embed a wider coaching approach across Kirklees.
Wellbeing	<ul style="list-style-type: none"> <li>• Wellbeing Strategy and Innovation Lab (NB wellbeing is a separate theme)</li> </ul>	Jayne Healey	Separate theme	Our employees will be healthy, happy and motivated in work, taking responsibility for their own wellbeing within a supportive environment
Mobile & Agile	<ul style="list-style-type: none"> <li>• Continuing rollout as per Mobile &amp; Agile plan</li> </ul>	Transformation IT L&OD Team	In line with M&A plan	Our employees will work in a modern, flexible and efficient way to deliver the best

What	How	Who	When	Outcome
				services to the people of Kirklees
'Working with' not 'doing to or for' / restorative practice	<ul style="list-style-type: none"> <li>• Restorative practice session at CMG+</li> <li>• Corporate group established – actions to follow.</li> </ul>	Working group.	[COMPLETED – CMG+ session June 2018]	Our practices will be strength based and we will support people to do more for themselves

## Developing our workforce

### What we've done so far...

We have established organisational behaviours and expectations; we continue to provide a core development offer (a full range of workshops, e-learning, action learning, resources etc - available via MiPod and MiPod Xtra); we provide coaching and mentoring to all employees; we have launched a 'Go learn' blog; and our employee networks are engaged with and supporting workforce development.

### Action areas

What	How	Who	When	Outcome
Developing skills for the future/understanding and supporting people's needs and aspirations	<ul style="list-style-type: none"> <li>Identify skills gaps and how/where we need to upskill (link to workforce planning/succession planning -'attraction').</li> <li>Ongoing updates/refresh of core learning and development offer in response to organisational need</li> <li>Set-up of Dynamic Purchasing System for external procurement of learning and development.</li> <li>Responding to specific Innovation Lab outcomes (attraction/wellbeing)</li> </ul>	Michelle M /Adele Services/managers L&OD team	By Spring 2019	We will have a highly skilled and well workforce that is reflective of the diverse communities that we serve
Supporting and reaching our diverse workforce	<ul style="list-style-type: none"> <li>Using Staff Account/updated Learning Management System to help make offer more accessible to all staff</li> <li>Responding to specific Innovation Lab outcomes (attraction/wellbeing)</li> <li>Working with our Employee Networks to help remove barriers and improve offer.</li> </ul>	IT/L&OD  L&OD team	Ongoing	As above
Induction	<ul style="list-style-type: none"> <li>Induction workstream – development session.</li> <li>Building on the research work we have done, review and update our induction processes (NB induction is part of the 'attraction' theme)</li> </ul>	Induction workstream group (+ YEN)	[COMPLETED – YEN induction research) August 2018  By Spring 2019	Employees will be clear of expectations of working in Kirklees and our core values and behaviours will be embedded throughout the workforce

Wider development experiences and opportunities	<ul style="list-style-type: none"> <li>• 'Trading Places' and team placements</li> </ul>	Sarah T	[COMPLETED August 2018]	Our employees will have a wider understanding of roles within the organisation and develop additional skills to enable them to grow and work flexibly across work areas
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## Leadership & Management

### What we've done so far...

We have aligned MiPod Xtra to our 'Horizons' framework; we run regular workshops and programmes for managers (including Coaching As a Leadership Style); we are running Horizons intro sessions and action learning sets; and we have selected a provider for a Level 3 team leader/supervisor apprenticeship (funded by Levy) and identified 30 participants across two cohorts.

### Action areas

What	How	Who	When	Outcome
Mipod and MiPod Xtra core offer	<ul style="list-style-type: none"> <li>Aligned to Horizons framework</li> <li>Review and update our offer in response to need (inc. induction, response to Innovation Lab outcomes etc).</li> </ul>	L&OD team	COMPLETED	Managers will be clear about the core responsibilities and behaviours expected of them
Making effective use of Apprenticeship Levy to support management & leadership development	<ul style="list-style-type: none"> <li>Rollout and review of Level 3 apprenticeship programme (inc. workshop development, I&amp;D monitoring etc) – and possibly run cohort 3.</li> <li>Explore options for higher level apprenticeships – levels 5 and 7 (including potential regional offer).</li> </ul>	Leadership & management workstream group	Cohort 1: June 2018 Cohort 2: Sept 2018  Sept 2018	We will have a talent pipeline of leaders and managers for the future to support our succession planning
Horizons	<ul style="list-style-type: none"> <li>New Horizons sessions and action learning sets</li> <li>Align our MiPod Xtra offer to Horizons framework.</li> <li>Ongoing development of Horizons support - review and update offer in response to need (inc. induction, response to Innovation Lab outcomes etc).</li> <li>Link Horizons framework to performance/appraisals.</li> </ul>	L&OD team	COMPLETED/ongoing	As above
Induction	<ul style="list-style-type: none"> <li>Specific support and upskilling for managers to provide effective induction (NB induction is part of the 'attraction' theme)</li> </ul>	Induction workstream group (+ YEN)	By Spring 219	As above

## Performance

### What we've done so far....

We have run OBA sessions at CMG+, run focus groups to get feedback on the current performance management and appraisal process and undertaken research into best practice outside the organisation.

### Action areas

What	How	Who	When	Outcome
OBA sessions	<ul style="list-style-type: none"> <li>run at CMG +</li> </ul>	L&D	COMPLETED	Managers understand the principles of outcome based approaches
Secondary Research	<ul style="list-style-type: none"> <li>Look at current thinking and identify best practice in other high performing companies</li> </ul>	Working Group	COMPLETED <i>March 2018</i>	Studies show most managers feel appraisals are an ineffective tool. Organisations now favouring on-going feedback methods over annual review
Primary Research	<ul style="list-style-type: none"> <li>Identify 6 diverse and differing Services</li> <li>Separate focus groups with managers and staff</li> <li>Secure opinion of current appraisal</li> <li>Assess performance culture within Kirklees</li> <li>Liaise with unions and networks</li> </ul>	Working Group	COMPLETED <i>May 2018</i>	73% of Kirklees managers said appraisal lacked effectiveness. Staff preference is for review through 1:1s. Elements of a healthy performance culture are lacking. Low accountability: only 18% of managers are required to submit monthly reports. See full report.
Develop a performance management framework to suit the whole organisation, building on research. Likely one size will not fit all.	<ul style="list-style-type: none"> <li>Design Sprint: Bring the group together for a dedicated 2 days to develop an approach to embrace</li> <li>Extend working group to include representatives from office based teams, those dispersed, those remote, and those with complex working patterns and arrangements.</li> <li>Pilot bespoke practices</li> </ul>	Working group	COMPLETED September 2018 October 2018  November 2018	Employee development and performance will be managed within a flexible arrangement that is bespoke to the nature of the service and their role. There will be high support and high challenge leading to high performance
Employee awards	<ul style="list-style-type: none"> <li>Idea to be developed (+ link to I&amp;D awards – Nov 2018)</li> </ul>	Working Group	June 2019	Improvement in morale and motivation of the workforce as employee contributions to achieving outcomes for the people of Kirklees will be recognised

