

Name of meeting: Corporate Scrutiny Panel
Date: 11 October 2018
Title of report: Update on the People Strategy

Key Decision - Is it likely to result in spending or saving £250k or more, or to have a significant effect on two or more electoral wards?	Not applicable
Key Decision - Is it in the Council's Forward Plan (key decisions and private reports?)	Not applicable
The Decision - Is it eligible for call in by Scrutiny?	Not applicable
Date signed off by <u>Strategic Director</u> & name	Rachel Spencer-Henshall 3/10/18
Is it also signed off by the Service Director for Finance IT and Transactional Services?	Not applicable
Is it also signed off by the Service Director for Legal Governance and Commissioning Support?	Not applicable
Cabinet member portfolio	Councillor Graham Turner

Electoral wards affected: Not Applicable

Ward councillors consulted: Not Applicable

Public or private: Public

1.0 Introduction

- 1.1 This paper provides an update on the progress to date on implementation of the People Strategy.
- 1.2 This strategy is being driven by People Services, with regular monitoring and governance through the Modern Organisation Board (formerly Corporate Enablers Board) and support from Transformation and Intelligence and Performance partners.

2.0 Background

- 2.1 The 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.
- 2.2 Our shared outcomes 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
- 2.3 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.
- 2.4 The outcomes are specifically supported by two core strategies - the Public Health 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.
- 2.5 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 people of Kirklees.
- 2.6 We cannot realise our vision for Kirklees without our staff and our continued success and ability to deliver high performing and high quality services relies on the people who work with us being healthy, happy, motivated and able to work together in a modern, flexible and emotionally intelligent way. Our ability to recognise diversity as an asset will help us to better understand and meet the needs of our communities and our commitment to being a coaching organisation that nurtures and develops our staff will maximise the opportunity for everyone to contribute to achieving our aspirations through a planned approach to organisational development.

3.0 The People Strategy

3.1 Our People Strategy was 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. A copy of the strategy is at Appendix 1.

3.2 The strategy spans 2017-2020 and at a high level, the three stages to implementation are:

Stage 1 – discovery

Stage 2 – development and design

Stage 3 – delivery

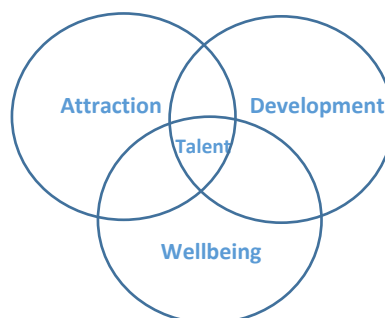
Different areas of the strategy are at varying levels of maturity.

3.3 When it was originally launched at the end of 2017, 8 workstreams were set up to work through each stage in order to deliver the overall strategy. These workstreams were:

- Workforce planning
- Recruitment
- Induction
- Apprenticeships
- Leadership & Management
- Coaching & Mentoring
- Performance
- Employee Health and Wellbeing

3.4 In February 2018, a new Head of People Services was appointed and took on responsibility for overseeing the delivery of the People Strategy. After a few months, it was recognised that whilst each workstream was making good progress in the discovery and development stages, there was a significant element of overlap between the work being undertaken in each workstream and a decision was taken to review and align the workstreams into 3 themes; the purpose of this was to consolidate and simplify the work and ensure that going forward, there would be minimal duplication of effort and a seamless overall approach to delivery.

3.5 The 8 workstreams were therefore consolidated into 3 themed areas, with the detailed work of the original workstreams sitting behind each area:



- 3.6 The purpose of this paper is to provide an update on the implementation of the People Strategy; given the breadth of the work being undertaken, it specifically shines a light on the 'Development' area of the strategy, with a plan that detailed updates on the other areas will follow in future updates to this Committee.

4.0 Talent 'Development'

- 4.1 Talent 'Development' is the main area of focus for this report and detailed updates are set out in Appendices 2 and 3. These updates provide details of the plans, the work, the achievements to date and actions for the future.

- 4.2 The 'Development' theme focuses specifically on Cultural Transformation, Developing our Workforce, Leadership and Management and Performance. The appendices provide detailed updates for each of the areas, however, a summary of activity is set out below.

- 4.2.1 To support cultural transformation across the Council:

- We are currently delivering a new workshop to promote Emotional Intelligence
- We have provided development and support for Mobile and Agile working
- We have relaunched the Inclusion and Diversity Hub and signed up to be a member of Inclusive Employers
- We are continuing to embed and build on our coaching culture and are taking a restorative practice approach to how we work with development sessions being delivered to managers and cascaded throughout the organisation

- 4.2.2 To support the development of our workforce:

- We have established organisational behaviours and expectations
- We continue to provide a core development offer with a full range of workshops, E-learning modules, Action Learning Sets and further resources available via MiPod and MiPod Xtra
- We offer coaching and mentoring to all employees no matter what level they work within the organisation
- We have launched a 'Go learn' blog supported by our employee networks who are engaged with and support workforce development.

- 4.2.3 To develop leadership and management skills across the Council:

- We have launched our 'Horizons' framework (with levels that sit within the framework)

Horizons 1 (Aspiring) - New and Emerging Managers. This supports our aspiring managers of the future to develop the attributes required as the first stepping stone for career development from aspiring to achieve, to leading – 'growing our own'

Horizons 2 (Achieving) - The development within this catalogue will support current managers and leaders to fulfil specific development needs or refresh their learning and skills in key areas

Horizons 3 (Leading) - Senior Leadership Team. The development within this catalogue will support out senior leadership team (Strategic Directors, Service Directors and Heads of Service) to grow, develop and work effectively together

- We have selected a provider for a Level 3 team leader/supervisor apprenticeship funded by the Apprenticeship Levy and identified 30 participants across two cohorts. The first cohort of employees are progressing well; the second cohort are about to commence.
- Work is ongoing regionally to look at procurement of an external partner to provide a Level 5 leadership and management apprentice qualification for current managers, which will address some concerns raised at Executive Team about developing managers already in managerial roles.

4.2.4 To improve performance and outcomes across the organisation:

- We have delivered 'Outcome Based Accountability' (OBA) sessions at CMG+. OBA is a disciplined way of thinking and taking action that enables our workforce to take a strength based approach to their practice and to work with people to improve the lives of children, young people, families, adults and the community as a whole.
- We have been working with a group of stakeholders across different services to research and develop a Performance Management framework that will meet the needs of the whole organisation; this framework will recognise that whilst we need core principles at the heart, we have diverse service areas and one size will not fit all. This work is progressing well.

4.3 Whilst the Apprenticeship workstream is not formally governed through the 'Development' area of the People Strategy, it is a piece of work that significantly overlaps with this area. Therefore, a detailed update is attached at Appendix 4. In summary, over the past 12 months, we have utilised the apprenticeship levy to fund apprenticeships for new starts to the Council and also to develop a number of our existing employees; this includes funding some management development programmes. In terms of building strength in the community and helping to attract talent from the local area, our plan is to establish outreach programmes in communities and with schools and as a corporate parent, we are also developing a programme to support care leavers into work, using an initiative called 'Saturday jobs'. As a key element of our commitment to apprentices, we are also currently reviewing and enhancing their levels of remuneration so that they receive a decent rate of pay for the work that they undertake.

5.0 Talent Attraction and Health and Wellbeing themes

5.1 The focus of this document has been to shine a light on the activity that has been taking place across the organisation in relation to the development of our workforce. In addition to this area of the People Strategy, there are the two other

key areas relating to the attraction and retention of a highly skilled and motivated workforce and also the theme that looks at supporting our workforce to be healthy and well.

- 5.2 In brief, the group of staff working on the Talent Attraction theme has been working hard to review our attraction offer including our employee benefit package and looking at reward and recognition. The group is developing community outreach programmes to focus on a younger, more diverse workforce, reaching those most disadvantaged groups and communities. Their plan includes promoting Kirklees Council as a “good employer” and we will be advertising the breadth of roles we offer, using taster sessions to “show case” roles and creating talent pools to inform our succession planning. We will make better use of exit interview data to see what else we need to improve.
- 5.3 The group is also working regionally and nationally on key agendas such as developing the Social Work workforce, to learn and share good practice; they are working closely with our internal employee networks such as the Young Employee Network, to feed into their development work.
- 5.4 Significant work has been undertaken in relation to workforce planning and the group has undertaken skills audits with each Directorate to identify hard to fill posts, skills gaps and succession planning needs. Further work continues in this area and we are using the apprenticeship levy to look at how it might better support succession planning; targeting diversity in our management tiers and initiatives to “grow our own” employees. We are looking to develop clear career pathways and develop talent pools linked to schools/colleges/universities. Our longer term goal is to have a corporate approach to workforce planning with a holistic view of our needs in order to develop and utilise a flexible and agile workforce for the future. This piece of work is in its early stages but progressing well.
- 5.5 In terms of the Wellbeing theme, a significant amount of work has been undertaken to shift the focus from a ‘managing attendance’, deficit approach to an early intervention, strength based approach to improving the health and wellbeing of our workforce. The Employee Healthcare Unit is at the heart of this and has established effective partnerships with Public Health colleagues as well as wider health colleagues such as IAPT, to deliver an integrated service. The unit now takes a positive and proactive approach to supporting the health of the workforce and treats staff in a holistic manner. There is currently a campaign to encourage employees to self-refer to enable early clinical intervention, which is proven to support reductions in sickness absence; indeed we are now seeing our levels of sickness absence fall for the first time in 12 months. The unit encourages employees wherever possible to take responsibility for their own health and wellbeing and not wait until such times that they are at risk of crisis or absence.
- 5.6 The network of Wellbeing Champions has been relaunched with a new focus on positive interventions and these champions are ambassadors for wellbeing in the workplace. They attend regular monthly network meetings and follow a

programme of co-ordinated activities that they share in the workplace to support matters such as mental health and wellbeing, physical activities, health eating programmes, etc.

5.7 Although the transformation of the unit is in its infancy, it has already seen some positive outcomes. For example, in terms of case studies, one member of staff who had previously been sectioned under the Mental Health Act and was also clinically obese with Type 2 diabetes referred themselves to the HEAL Programme (Healthy Eating and Active Lifestyle). Since signing up, they are now assessed as having positive mood, they have lost 2 stone in weight and their diabetes has been reversed. In another case, an employee who worked in a critical area of the business was referred as a result of suicidal tendencies. They received urgent EMDR counselling and subsequently wrote to the unit stating that they felt they would not be here today had they not received that EMDR; it enabled them to stay in work and they have stated that they are happy to speak to anybody about their positive experience of the unit and the services provided.

5.8 During the summer, a 4 day 'Innovation lab' looking at how we might improve wellbeing across the workforce was held; this involved key stakeholders including managers, trade unions and school representatives. A number of creative ideas have come out of that piece of work and these are in the process of being further developed and piloted to assess impact.

5.9 The aim is to bring detailed updates from each of these theme areas back to scrutiny at a future date once they are further progressed and we are able to measure and evidence outcomes, success and impact.

6.0 Next Steps

6.1 Given the reshaping of the delivery of the People Strategy, a key action currently being progressed is the development and implementation of a revised governance structure that reflects the 3 themes and picks up inter-dependencies and risks around the programme of activity. This piece of work will also include a refresh of all action plans and timescales to ensure that they join up the workstreams and have clear outcomes across all areas. The initial work on a revised governance structure is attached at Appendix 5 for information. The programme will remain under the overall governance of the Modern Organisation Board.

6.2 A further update on the People Strategy will be presented to this Committee in 6 months' time.

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