

## PEOPLE STRATEGY

### Introduction and Our Vision

We're Kirklees and we're proud. That's the way we want people to feel around here, we want all our workforce to truly feel part of Team Kirklees, where people work well together to deliver our shared outcomes for the benefit of our communities.

Quite simply, you, our workforce of today and tomorrow, are Kirklees; we can't deliver our council plan without you. Our People Strategy is our commitment to you.

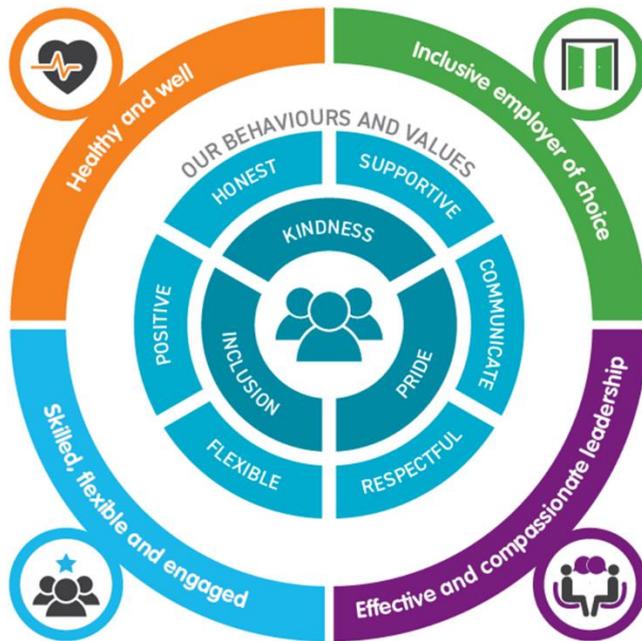
We have a simple vision in our people strategy:

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

As we rise to the challenge to transform how we work, deliver great services and support our communities in the future, our values of Inclusion, Kindness and Pride underpin our People Strategy.

Our People Strategy sets out our commitment to our workforce through our vision, outcomes and our People Pledge; our Pledges in Action provide examples of our programme of activity that will support us to make our People Pledge a reality for all employees.

We are committed to advancing inclusion in everything we do and want to further foster an inclusive culture where all people feel their differences are valued, respected and accepted; you will see inclusion is a priority in our people strategy.



## Our People Strategy Outcomes



### **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.



### **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.



### **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.



### **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.

## Our People Pledge

We want to make our commitments to our current and future workforce clear.

Our People Pledge sets out our ambitions for Kirklees Council to be a great place to work.

### OUR PLEDGES



#### Inclusive employer of choice

Our recruitment and selection processes are inclusive, safe, fair and straightforward.

You'll get a warm welcome whether you're new or moving jobs.

You'll know you are valued and are comfortable and confident being yourself.



#### Effective and compassionate leadership

Our leaders and managers are skilled and compassionate in their approach.

You'll know how to be the best you can be and how you're doing.



#### Skilled, flexible and engaged

There are opportunities to learn and develop that suit you and your job of today and tomorrow.

Wherever possible, we take a flexible first approach to when, how and where you work.

You'll know what's going on and we'll listen to what's important to you and how you're feeling.



#### Healthy and well

Your wellbeing is as important to us as it is to you.

Employee benefits support you as an individual.

### 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.

We know Kirklees is a great place to work, we want to make sure our communities know that too. We recognise that there are some groups who find it harder to join the

workforce, so we work actively to support initiatives that give a helping hand. Apprenticeships are a great way to broaden access to employment opportunities and to develop the skills of our employees. We want our workforce to feel they can be themselves at work; to understand inclusion and inequalities and to call out inequality where you see it. Our employee networks are a fantastic asset to our organisation and we encourage you to actively participate and support where you can.

### **Our Pledge:**

- **Our recruitment and selection processes are inclusive, fair, safe and straightforward**
- **We'll give you a warm welcome whether you're new or moving jobs**
- **You'll know you are valued and are comfortable and confident being yourself**

### **Pledge in action:**

- We have engaged with a number of support into employment programmes you can read about some of them in Deborah's blog or take a look at our e-brochure.
- During the pandemic we recruited over 80 [Covid Community support officers](#) who have made a massive difference to our communities.
- Our newly launched [jobs and careers site](#) has much more information to promote working for Kirklees and the jobs we have available.
- We have successfully introduced name blind recruitment as standard.
- We want to make sure all our new starters receive a warm welcome; Your Welcome is our refreshed induction and there's more work taking place on this which you'll hear more about soon.
- We're about to launch our new gender identity and menopause guidance.

### **What we ask of you is:**

- to be an active member of our employee networks
- to call out inequality when you see it
- to be an ally
- to continue to grow in your understanding of inclusion and inequalities

## 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.

We know how important leaders and managers are in supporting your development, building relationships and creating the conditions for you to thrive. We want to offer support to our current and future leaders and managers to be the best they can be and provide leadership and management that aligns with our values. Established, new and aspiring managers can access development that supports them to be the best they can be now and in the future. We want you to ask for help when you need it and offer your help to others. We know you'll work hard to build good working relationships and try to resolve any difficulties.

### Our pledge:

- Our leaders and managers are skilled and compassionate in their approach
- You'll know how to be the best you can be and how you're doing

### Pledge in action

- Listening circles ensure employees can have their voice heard.
- Our Kirklees Leaders and Managers Pathway has launched including a Leadership and Management Development Level 3 apprenticeship has been launched focused initially to BAME colleagues. Primed sessions have taken place to support individual development
- Building on a pre-covid programme of work, our approach to Personal Development, Performance and Appraisal is being reviewed.

### What we ask of you is:

- to build and maintain effective relationships with everyone
- to ask for help when you need it (create a culture of helpfulness)
- to offer help to others
- to resolve any difficulties if they arise try to resolve them, and seek help when needed

## 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.

We want you to develop to be the best you can be; whether that's in your job or preparing for the next step in your career. We know apprenticeships provide a great opportunity to support development, and actively promote them for this reason.

The impressive way our workforce has responded in the pandemic showed incredible flexibility; we know that flexibility is as important to you as it is to us so want opportunities for flexible working to be widely available and supported to help to achieve better work life balance. We want everyone to feel part of Team Kirklees and connected to the organisation. The fast pace of change throughout the pandemic has magnified the need to ensure our front-line workforce can access the same information and messages as those who are more digitally connected.

### Our Pledge

- *There are opportunities to learn and develop that suit you and your job of today and tomorrow.*
- *We take a flexible first approach to when, how and where you work.*
- *You'll know what's going on and we'll listen to what's important to you and how you're feeling.*

### Pledge in Action:

- [Apprenticeships for All](#) - We have been successful, with some of our key partners, in gaining ESF funding for a ground-breaking apprenticeships project designed to increase apprenticeship uptake across employers in Kirklees Council. As an employer we'll be looking at making the best use of apprenticeships to support our workforce
- MySpace - An engagement programme has taken place to understand what our frontline employees want to see and how we can enable that to happen – our MySpace platform has just launched which will allow our frontline workforce to access the intranet, information on their pay and key organisational messages through their mobile devices. Currently being piloted, this will launch in summer.
- Listening circles will be made available to everyone to be able to feedback to the organisation.
- Timewise – we've started a project with Timewise to look at how we can support flexible working to be more widely available

### What we ask of you is:

- **to work to the best of your abilities to achieve agreed outcomes**
- **to take responsibility for your continued learning and development**
- **to reflect and ask for feedback**
- **to look and ask for opportunities**

## 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.

We want our employees to stay healthy and feel good, physically and mentally. We know people who feel happy, valued and motivated will feel positive about their work; never has that been more important than right now. Our wellbeing priorities relate to mental, emotional, social, physical and- increasingly- digital wellbeing. Pulse surveys have been regularly conducted throughout the pandemic which have supported us to focus our support where you told us it was most needed. There is lots of support available to you; talking and listening about wellbeing are now much more a feature of our work. We understand the need to be kind to ourselves through seeking support when we need it and through kindness and support to our colleagues.

### Our pledge:

- **Your wellbeing is as important to us as it is to you**
- **Employee benefits support you as an individual**

### Pledge in action

- Wellbeing support
- Wellbeing newsletter
- Digital pledge
- Long Covid peer to peer support group
- Our Wellbeing champions are critical to helping to share messages about support available and to gather 'on the ground' intelligence. We have refreshed our approach to wellbeing champions including a description of the role, support and a new recruitment drive.
- We are proud of our collective efforts during the pandemic and so many have gone above and beyond, particularly in our front line services. We wanted to recognise these efforts and delivered 'pamper packs' early in lockdown to frontline staff. We built on our High Five awards and nominated our Lockdown Heroes – we couldn't choose and recognised all nominees for their efforts.

### What we ask of you is:

- **to be aware of your own mental and physical wellbeing**
- **to be willing to talk and listen about well being**
- **to ask for help as early you feel able**
- **to be supportive to colleagues**

## Our Values and Our Behaviours

Our values and behaviours are at the heart of our People Strategy

### Our Values

Just like individuals, our organisation's values guide the way we think and act.

#### Kindness

- We are kind so that our behaviour makes each other feel included, happy and well.
- We work with each other and are friendly, considerate and appreciative.
- We 'do with, not to', showing kindness to each other and to our citizens.

#### Inclusion

- We provide equal access to opportunities and resources for all people.
- We achieve inclusion by removing barriers, discrimination and prejudice.
- We value and promote a culture of inclusion and diversity.

#### Pride

- We work with pride to achieve positive outcomes for colleagues, citizens and our places.
- We have self-respect, dignity and take satisfaction from our achievements and those of our colleagues.
- We are proud of what we do as individuals, together as a Council, and together with our citizens and places

### Our Behaviours

We want you to enjoy working here and provide the best possible services to our communities. By demonstrating the behaviours we have said we would like to see in our colleagues we can create a great place to work

- Communicate
- Flexible
- Honest
- Positive
- Respectful
- Supportive

## Tools To Support

The People Strategy programme also includes developing tools and systems to support our People Pledge

### Workforce Planning

Workforce planning helps us to understand and develop our people and prepare for the future. It involves skills analysis, exploring development needs, talent management, succession planning and ensuring we make the most of apprenticeships. It will help ensure our workforce reflects our diverse communities. It is based on understanding our current workforce, the skills and aspirations within it and the workforce we need for the future. Workforce planning will underpin:

- Attracting and retaining diverse talent
- Welcoming new, returning and moving staff into their jobs
- How we make the most of apprenticeships
- Leadership and management enhancement and development
- Supporting a flexible workforce

An approach to workforce planning to support our services and to fully embed workforce planning across Kirklees is being developed. This will influence the development of our wider recruitment and retention plans and our work.

It will help us to ensure the right people, with the right skills, values and behaviours are in the right job at the right time in the right number, representative of our communities, to deliver the Council plan of today and tomorrow.

### Policies, guidance and toolkits

HR policies, guidance and toolkits are currently being refreshed to support managers to manage effectively and to help you to clearly understand our policies. We want to make sure people are at the heart of our policies so you'll see a different style and approach. To support some of the changes taking place, we are working with our trade union colleagues to make sure our employee handbook supports new ways of working.

### Systems

New systems have been implemented to support modern approaches to people management and development including:

Oleoo

- Recruitment system - supports name blind recruitment (where no personal information is visible to recruiting managers until shortlisting decisions have been made), video interviewing and more flexibility in recruitment processes. There is continuous development to enhance candidate and recruiting manager experience and respond to shifts in the labour market.  
Our Workplace Wellbeing
- Employee Healthcare - Our Workplace Wellbeing allows for a single point of access for all users and also allows employees to self-refer for services

electronically on smart devices such as mobile phones or tablets. It supports a more efficient service as appointments are created via email or text to reduce appointment wait times and speed up health care access. Continuous development of this system is ongoing with the aim of making all processes digital.

#### LMS

- Learning Management System is key to supporting our employees to access learning and development to help them perform in their roles. It is also a source of information and training that employees can use to develop themselves and advance in their careers - watch this space for a new platform in May 2022

### Restorative Practise

Restorative Practice is described as “**a way of being**”. It’s about seeing, recognising, and getting to know others as people so that we understand and value each person. Working with people means putting the **relationship** at the heart of what we do. Because we have put time into the relationship we **support** each other and know how and when to **challenge** each other too. Restorative practice is how we want and expect to work with each other and our communities in Kirklees.

### Coaching and Mentoring

Coaching and mentoring are well established in Kirklees:

- Here in Kirklees we have over 50 qualified coaches
- In the last 4 years over 500 members of staff have been coached with fantastic results
- Kirklees are one of the only local authorities in the area who can offer internal coaching (by qualified coaches) to the whole workforce - something we are really proud of!

## People Strategy Programme

Our People Strategy programme is aligned to the four outcomes and the People Pledge. The programme will be responsive to the pace of change and changing priorities for the council and our workforce with a governance structure to make sure the programme supports our outcomes.

The programme is a shared responsibility, reflecting our culture of 'doing with, not to'. We will engage with you as our employees, with services and managers, employee networks as well as with our trade unions to deliver the People Strategy Programme and make our People Pledge your reality.

## Influences and Enablers

The People Strategy Programme will help address our priorities and challenges, just as our council plan will change; so will how we support our People Strategy outcomes and Pledge. The programme of work to support our Pledge is influenced and enabled by a range of other projects, priorities and strategies including:

- [Our Council plan](#)
- Inclusion and Diversity priorities
- Workforce Planning
- Economic Recovery
- Recovery and Transforming the way we work
- Employee Networks
- Technology Strategy
- Employee and Pulse Surveys
- Restorative Practise
- Coaching and Mentoring

## Measuring the Impact

We have identified a suite of measures to assess the impact of the work underway as part of the People Strategy; we are assessing the current position and will continue to measure against these at regular intervals.