

Report of the Director of Human Resources to the meeting of Corporate Overview and Scrutiny to be held on 22 October 2020

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Subject:

Bradford Council's Workforce Development Strategy 2015 - 2021

Summary statement:

This report provides a progress update to Corporate Overview and Scrutiny on the Council's Corporate Workforce Development Strategy 2015 – 2021. This was the recommendation from Corporate Overview & Scrutiny of 10th October 2019 that a progress report be submitted in 12 months' time.

Anne Lloyd
Director of Human Resources

Portfolio:
Corporate

Report contact:
Wendy Ratcliffe, Head of Organisation
& Workforce Development

Overview and Scrutiny Area:
Corporate

Naomi Fernandez
Organisation and Workforce
Development Manager

1. SUMMARY

- 1.1. This report provides an annual update on the Council's Workforce Development Strategy 2015 – 2021 and implementation progress.
- 1.2. The 2015 Hay report made eight recommendations which were used to inform the Workforce Development Strategy and programme of work. An initial report to Corporate Overview and Scrutiny of 15 August 2015 , that can be found [here](#), presented a set of recommendations made in the Council commissioned Hay report that were aimed at assisting the Council in its strategic workforce development and talent management, in particular to improve workforce performance and productivity and to remove any unjustifiable barriers to progression.

2. BACKGROUND

The Context

- 2.1 In order to achieve our workforce development aspiration, we need to have the right people, in the right roles at the right time. 'Doing more with less' has become a reality as austerity has hit hard over the last decade. Employees need to have the right skills, values, behaviours and environment to perform at their best. Moreover, these qualities need to be augmented with an understanding of the aspirations for our workforce, our district and our equality and inclusion ambitions.
- 2.2. Clearly, a focus on optimally supporting our workforce, managers, leaders and members is necessary. According to Gallup, individuals join organisations but leave managers. Leadership evidence based has a cogent influence on improving performance.
- 2.3. Since progress has been reported against the 'Workforce Development Strategy 2015 - 2021' (Appendix 1), further analysis, engagement and feedback has been sought. It is suggested that this approach through to 2021 is no longer relevant and fit for purpose and a new strategy will be developed during 2020.
- 2.4. The Executive summary, which follows, provides an overview of what we have achieved in the key activity focus areas, what has been learned and how we plan to progress. There has been progress but work remains to be done.

3. EXECUTIVE SUMMARY

- 3.1. In regard to **apprenticeships**, targets are exceeded and on track. For the public sector target we have achieved 1.58% of 2.3% (2021 target). The council target of 500 apprentices at any one time is required to be in place by March 2021, this is achievable for March if we realise the recruitment of a further 113 apprentices. As apprenticeship programmes are currently a mixture of roll on and off programmes to meet service recruitment needs (as opposed to purely planned cohort based annual recruitment) there will be on going work to ensure that the target of 500 apprenticeships at any one time can be met.
- 3.2. We have exceeded targets for Black, Asian and Minority Ethnic (BAME), and disabled apprentices. The target for BAME apprentices is 30% and we have 38%, for apprentices with disabilities it is 10% and we have 16%.

- 3.3. For **children leaving care** we have continue to offer (100%) apprenticeship posts. There is further inclusive recruitment work necessary, such as traineeships, internships and pre-apprenticeships to ensure that Looked After Children (LAC) and other workforce entrants are apprenticeship ready.
- 3.4. 2 LAC were employed into apprenticeship opportunities but are no longer on the programme and 1 LAC has recently been appointed to an apprenticeship which commenced in July 2020. There is further work necessary to improve opportunities for those leaving care. Work is continuing with Children's Services to identify opportunities and support the development of traineeship programmes and pre-apprenticeship development opportunities.
- 3.5. We now plan to extend our apprenticeships focus to include early career solutions, including but not limited to graduates, and opportunities that the recently announced Kickstart scheme presents. The Kickstart Scheme is a Department for work and Pensions initiative that provides funding to employers to create job placements for 16 to 24 year olds.
- 3.6. It is encouraging that 80% of our staff (6,633 employees) have accessed and completed learning on the **Evolve learning management system**. We now need to focus on supporting the managers of the remaining 20% to access and record their learning on the Evolve learning management system.
- 3.7. Pertinent to **leadership and management development** we have delivered 4 out of 6 management conferences this year (2 were cancelled due to the Covid 19 pandemic). These effectively engaged managers on central themes of culture change and council plan and vision 2040. There are further manager conferences planned for winter 2020, the delivery method and content is being considered.
- 3.8. For **performance appraisal targets** we have attained 48.2% (of the March 2020 90% target). This target clearly requires work despite a slow but steady increase month on month. We started the year with 10% and have increased by nearly 30% in 12 months. The COVID 19 pandemic has had an impact affecting timely reviews and reporting due to services being stood down and staff temporarily re-deployed into other roles. We plan to review the council's performance management process and will provide plans to CMT as part of the workforce development strategy refresh.
- 3.9. A well-received **Member led development programme** included a safer and stronger partnerships marketplace event, born in Bradford team learning inputs on air quality, speech making and dementia workshops, virtual sessions to support the roll out of Public i's Connect Remote Platform and Members skills. Future events include but are not limited to learning inputs on scams, virtual planning, domestic abuse, and climate emergency. (These will be run virtually.)
- 3.10. The **Service Excellence Awards 2020** were deferred from March 2020 (as a result of the Covid 19 pandemic) and will be delivered via a virtual awards ceremony on 15 October 2020. The awards feature two additional areas 'Children at the heart of what we do' and 'Innovation'. They have been supported by external sponsorship with 4 times more funding than previous years – due to a comprehensive sponsorship package. There were over 160 entries across all categories, which is

the highest entry rate in recent years, and entries have come from diverse employee groups, and showcase our talent.

- 3.11. During the Summer, (June - September, 2020) the Council Management Team (CMT) facilitated a number of **staff engagement sessions** with different staff groups from across the Council. These have brought many useful insights and suggestions to our attention that as an organisation we can take to be more inclusive and remove barriers. Building on our findings, we are launching Staff Networks during National Inclusion Week, 28 September – 4 October 2020.
- 3.12. The Council's Organisational Development and Learning Workforce Development Strategy 2015 – 2021 was based on the 2015 Hay Report, see 'Workforce Development Strategy' (Appendix 1). Many but not all of the aspirations and activities across the four phases for the 2015 – 2021 timeline have been achieved.
- 3.13. Key activities that remain a focus for current work and future plans (**across Phases 2 – 4 of the Workforce Development Strategy**) include:
 - improving the performance management approach and compliance,
 - user friendly universal access to the Learning Management System,
 - effective talent management, including succession planning and career pathways,
 - and an update of role profiles, including, a shift from competency to skills recruitment, and arguably more inclusive recruitment.
- 3.14. The Future Leaders talent programme will conclude with the current cohort and a refreshed talent programme will be designed with the aim to develop diverse Council talent to progress into our senior roles (Special Grades and above, c top 200).
- 3.15. We will put forward a business case for additional Human Resources resource investment to focus on organisational learning and development and talent as part of the Council's annual budget setting process.

4. Detailed Workforce Development Progress for 2019 – 2020

4.1. Apprenticeships

The apprenticeship team aspired to establish a leading apprenticeship programme aimed at providing a 'leg up' to the district's young people, in order to provide rich and rewarding careers and stimulate economic growth.

**Appendix 2 provides a full progress report and breakdown up to 18th August 2020 by age, department, qualification level and cost.*

Council to spend/ make the best use of apprenticeship levy funds

- Levy funds are predominantly used to fund level 2 and 3 qualifications, including statutory and mandatory training.
- We have transferred/ gifted 5% of the levy to the Health and Social Care Partnership (£150,000) and West Yorkshire Combined Authority (£70,000).

Apprenticeship targets

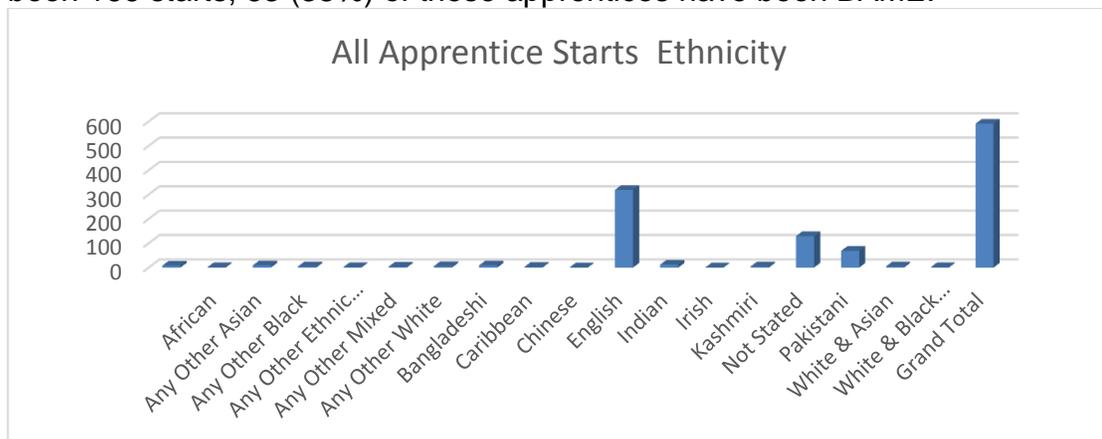
- **The public sector target** is that 2.3% of our employees are apprentices. Bradford Council has up until 2021 to achieve the 2.3% per year.

Bradford Council Reporting Percentages	2017-2018	2018-2019	2019-2020
Percentage of apprenticeship starts between 1 April to 31 March (as a proportion of total headcount on 31 March)	0.80%	1.63%	1.58%

- **Bradford Council's own target** is 500 apprentices at any given time by March 2021. This is already achieved through schools and council employees. To meet this target for council only we need 113 apprenticeship starts by March 2021.

	2017/2018	2018/2019	2019/2020	2020/2021	Total
Schools					
New	52	64	77	1	194
Existing	1	6	0	3	10
Total	53	70	77	4	204
Council					
New	32	49	33	0	114
Existing	47	110	97	19	273
Total	79	159	130	19	387
Council and School Total	132	229	207	23	591

- **Targets for BAME - 30% of apprenticeships are BAME.** According to the council's national apprenticeship data shows that there have been 166 starts, 63 (38%) of these apprentices have been BAME.



- **Targets for people with disabilities - 10% of apprenticeships have special educational needs/ disabled.**

According to the council's national apprenticeship data shows that 16% of our apprentices have declared a learning or other disability.

**There is a disparity in figures due to non - disclosure to the employer versus the learning provider/ government apprenticeship agency.*

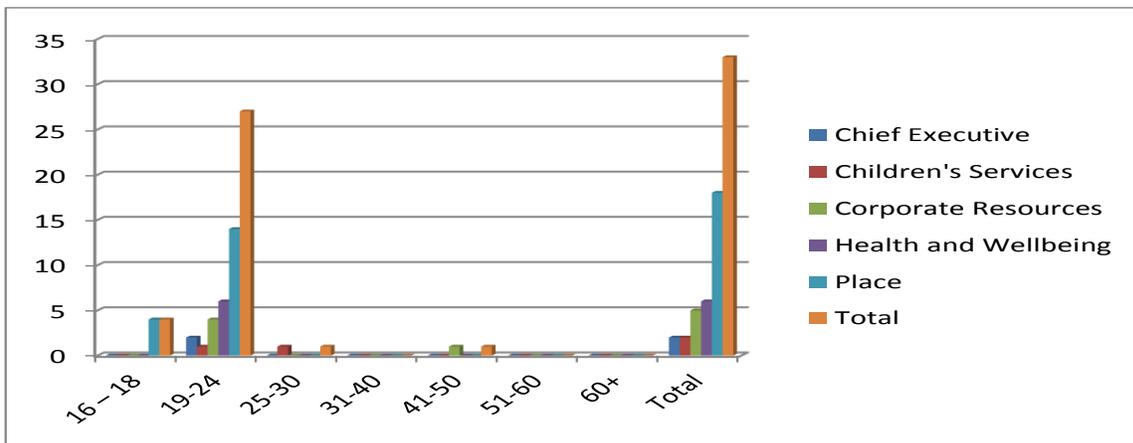
- **Targets for children leaving care** – 100% of LAC offered access to trainee/ apprenticeships.
All apprenticeship posts sent to leaving care team for Looked after Children (LAC). We have continued to work with Children’s Service to identify inclusive recruitment opportunities/ support development of traineeship programmes/ pre-apprenticeship development opportunities.
2 LAC were employed into apprenticeship opportunities but are no longer on programme.

1 LAC has recently been appointed to an apprenticeship started July 2020.

- **Increase in the number of council employees under the age of 25 years**
Most new apprentices are under age 30 (56%), with 46% under the age of 24 in the Council and maintained schools.

Out of 160 apprenticeship starts, there were 54 apprentices who were under age 24 at the start of their apprenticeship.

Ages of Apprentice starts by department

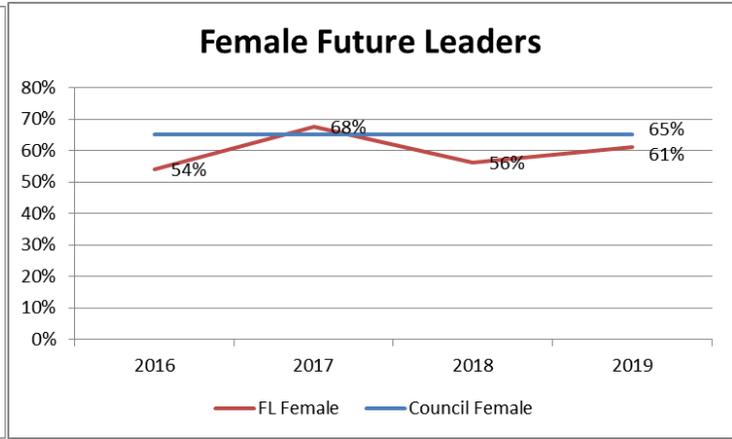
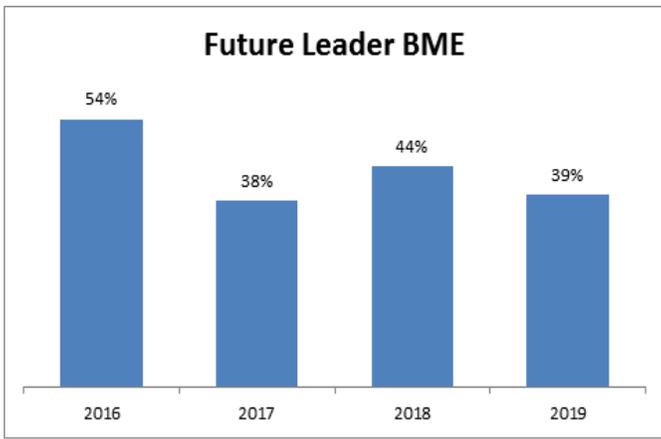


4.2. Talent Management

The outcome priority of Talent Management for 2019-2020 was to ensure that employees have access to a range of development opportunities in order that talent could be identified, nurtured and managed across the organisation.

- **Deliver the next Future Leaders class of 2019 -2020**

For the 2019-20 programme we were joined by 4 colleagues from the VCS and partners. The cohort consists of 71% female and 29% male and 39% BAME participants.



Progression statistics for the Future Leader programmes since 2016 headlines:

- 44.7% of all Future Leaders had some form of advancement after doing the course
- 37.5% of BAME FLs in the cohort advanced v 50% of non-BAMEs
- A third of all FLs that didn't advance at Bradford left for better jobs – no difference in level between BAME/non-BAME

4.3. Learning and Development

The outcome priority of Learning and Development (Evolve Learn) for 2019 - 2020 was to progress the automation of course administration and learning management system functions and improve outcome metrics.

**Appendices 3 provides full coverage of course data*

- **Number of employees and external customers who utilise the Evolve, learning management system (1st Oct 19- 24th Aug 20)**

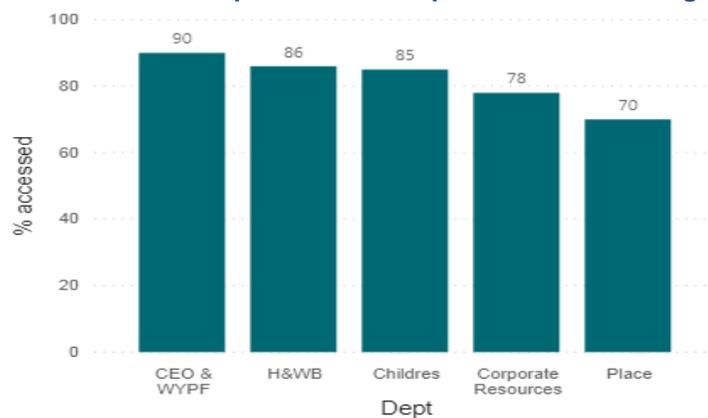
22,896

Internal course completions by 6,633 internal learners

80%

Of Internal employees accessed & completed learning

% of departmental completion of all learning



2,464

External course completions:

- 1,463 external learners
- 25 different orgs

4.4. Management, Leadership and Member Development

600 managers have been targeted with a mandatory development programme for management tiers 1- 5 and open to all levels of managers and leaders in the Council.

- Continuation of the Council's leadership development programme themed around the Councils priorities for change for 2019 -2020

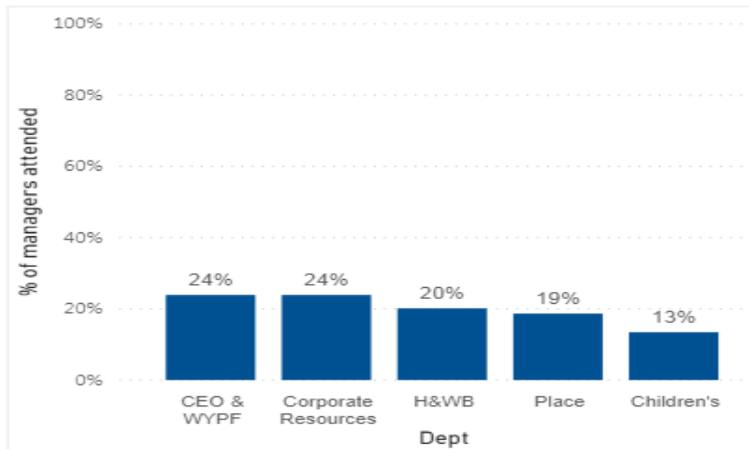
Managers Conference 2019- 20

In 2020 two rounds of Managers conferences were planned for the beginning and the end of the year, providing places for 600+ managers across the council. Conference themes included

Culture change and Vision 2040 and Council plan.

Round 1 – 6 x conferences were planned to run between February and March 2020. 4 of 6 sessions were delivered; two were cancelled due to the Covid 19 pandemic.

Round 2 – 6 x conferences were planned for between October and December 2020. These are under review due to the Covid 19 pandemic restrictions.

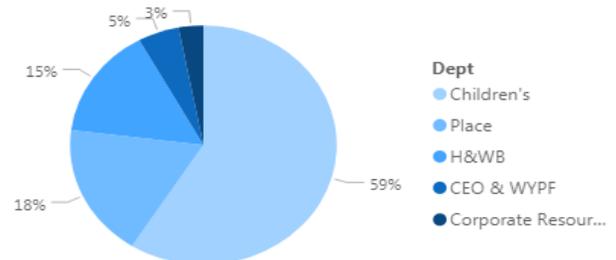
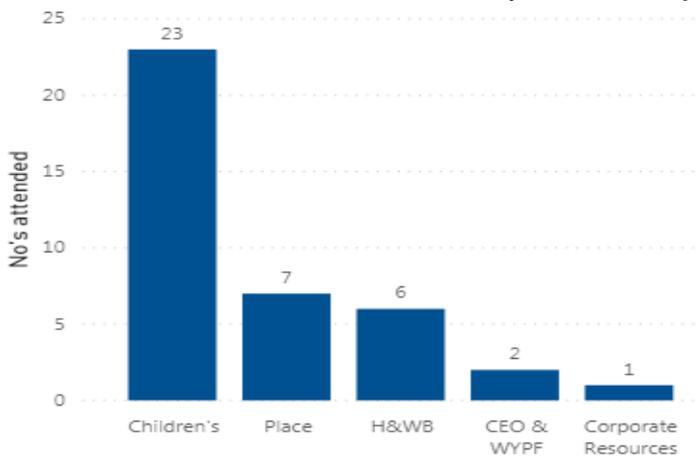


25%

Round 1
25% of the organisations managers attended = 230 managers

Best Solutions for Managing People

An additional 2 x training sessions (3-day training course) ran for managers that had not yet completed this mandatory training, 39 managers completed this learning. Due to Covid 19 this course delivery is now subject to review.



Managers Evolve Performance sessions

32 face to face managers' sessions delivered, with 191 managers attended.

Coaching Academy Champions

4 training workshops were delivered with 27 coaches supervised and supported.

Other key areas of progress:

Coaching Academy – continued providing support and network to enable our managers to use coaching with staff that is based on improving performance, quality of work and outcomes.

Leadership and Management Framework, to launch in Autumn 2020.

Section 1 – Leadership and management induction programme 'Getting the basics right' including, Unconscious Bias.

Section 2- Leadership and management development programmes and CPD

Section 3 – Leadership and management progression and career development

4.5. **Councillor/ Member Development**

The outcome priority of Councillor/ Member Development for 2019 - 2020 was to develop a councillor led best practice Member Development programme.

**Appendix 4 contains the Member Development Programme Summary.*

- **Continue to support Member Development through a flexible range of development opportunities.**

Elected Members have had access to a range of development opportunities over the past year, including (attendee numbers in brackets):

- Writing speeches scripts, delivered by Emma Taylor external consultant (4)
- Delivering a council chamber speech, delivered by Emma Taylor external consultant (8)
- Bradford Air Quality event with Born in Bradford (12)
- Social media skills (8)
- Corporate parent training (20)
- Introduction to local government finance (10)
- Marketplace event for safer and stronger Communities (37)
- Virtual training/ coaching sessions for roll out of Public iplatform.

In addition to the above we have developed further resources for elected members on the Evolve platform on dementia, LGA publications etc. topics.

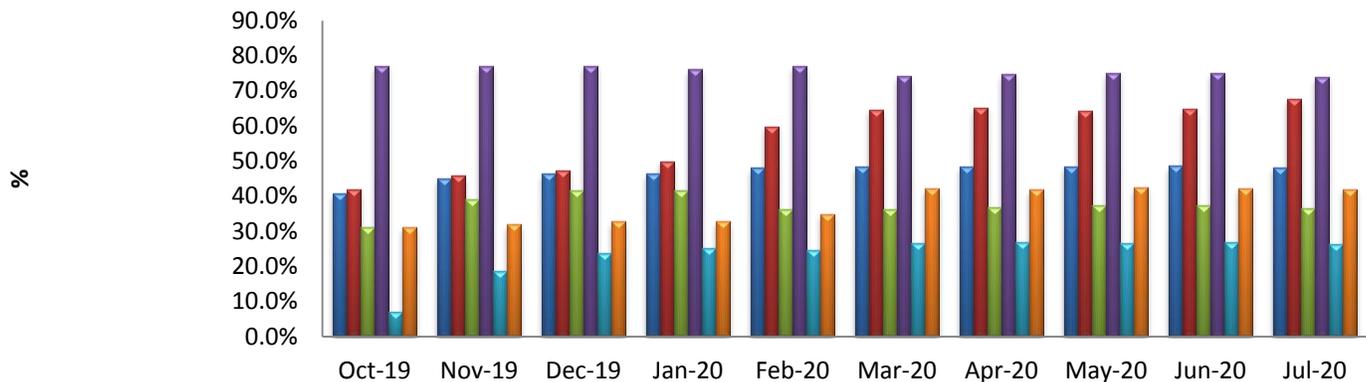
4.6. **Performance Management**

The outcome priority of Performance Management for 2019-2020 was to drive a culture of high performance, where managers are managing poor performance and recognising and rewarding good performance.

**Appendix 5 provides the performance Management data*

- **Increase in employees with a live goal on the performance system to 90% by March 2020**

Staff appraisal data is taken from the council's Evolve learning management system. Over the last financial year performance has improved in this area, use of the Evolve system to record performance conversations has increased by 29% since April 2019 to 48.4% at the end of 2019/20.



	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20
Whole Organisation	40.7%	44.9%	46.3%	46.6%	48.1%	48.4%	48.3%	48.5%	48.6%	48.2%
Chief Executive (inc WYPF)	41.9%	45.9%	47.4%	50.0%	59.8%	64.7%	65.2%	64.4%	64.8%	67.7%
Childrens	31.2%	39.2%	41.6%	41.7%	36.3%	36.2%	36.8%	37.4%	37.4%	36.6%
Corporate Resources	77.1%	76.9%	77.1%	76.1%	76.9%	74.2%	74.7%	75.0%	75.0%	73.8%
Health & Wellbeing	7.2%	18.6%	23.7%	25.3%	24.7%	26.6%	27.0%	26.7%	26.8%	26.3%
Place	31.2%	32.0%	32.7%	32.7%	34.9%	42.2%	41.8%	42.4%	42.3%	42.0%

- 191 managers have received Evolve performance management system training. This is through 32 face-to-face training sessions that cover understanding the performance process, good practice in performance conversations and system use.
- 329 staff completed online performance system training 'an Introduction to Evolve Performance' module.
- Further help and support has been developed and updated in user guides, help sheets and help and support
- Management teams can access information through the HR Dashboard on service performance against this measure and track and discuss progress at monthly Departmental Management Teams.

Performance, Discipline & Grievance Cases

Formal Cases @ 1 Sept 2020 <i>Target 75% of formal cases concluded within 140 days for discipline and grievance cases</i>	Performance				Discipline						Grievance					
	Last 12 months		Previous 12 months		Last 12 months			Previous 12 months			Last 12 months			Previous 12 months		
	No. Cases Opened	Ave Duration	No. Cases Opened	Ave Duration	No. Cases Opened	Ave Duration	% Closed on Target	No. Cases Opened	Ave Duration	% Closed on Target	No. Cases Opened	Ave Duration	% Closed on Target	No. Cases Opened	Ave Duration	% Closed on Target
Chief Executive	1	176	0	N/A	0	N/A	N/A	0	N/A	N/A	4	15	100%	1	322	0.0%
Children's Services	1	107	1	504	9	156	33.3%	17	232	41.7%	39	49	88.0%	16	213	46.7%
Corporate Resources	1	345	1	293	4	82	100%	17	145	62.5%	6	97	66.7%	12	112	66.7%
Health & Wellbeing	1	N/A	1	51	2	91	50.0%	11	297	9.1%	4	25	100%	2	196	0.0%
Place	0	N/A	2	439	7	79	100%	24	124	56.5%	9	112	66.7%	12	164	50.0%
Council Total	4	209	5	322	22	111	66.7%	69	181	46.8%	62	57	84.9%	43	172	50.0%

NB "Ave Duration" and "% Cases Closed" on Target does not include currently ongoing cases

- The number of formal cases being opened generally has reduced significantly over the last 6 months, the number of formal discipline cases in particular is significantly reduced;
- Closed formal average case durations are all reduced across performance, discipline and grievance, when compared to the previous 12 months;
- Performance against the target of 75% of formal cases concluded within 140 days has significantly improved, having been met overall for grievance cases, and slightly below target for discipline cases;
- Corporate Resources and Department of Place are slightly below target for the conclusion of grievance cases;
- Children’s Services and Health & Wellbeing are below target for the conclusion of disciplinary cases.

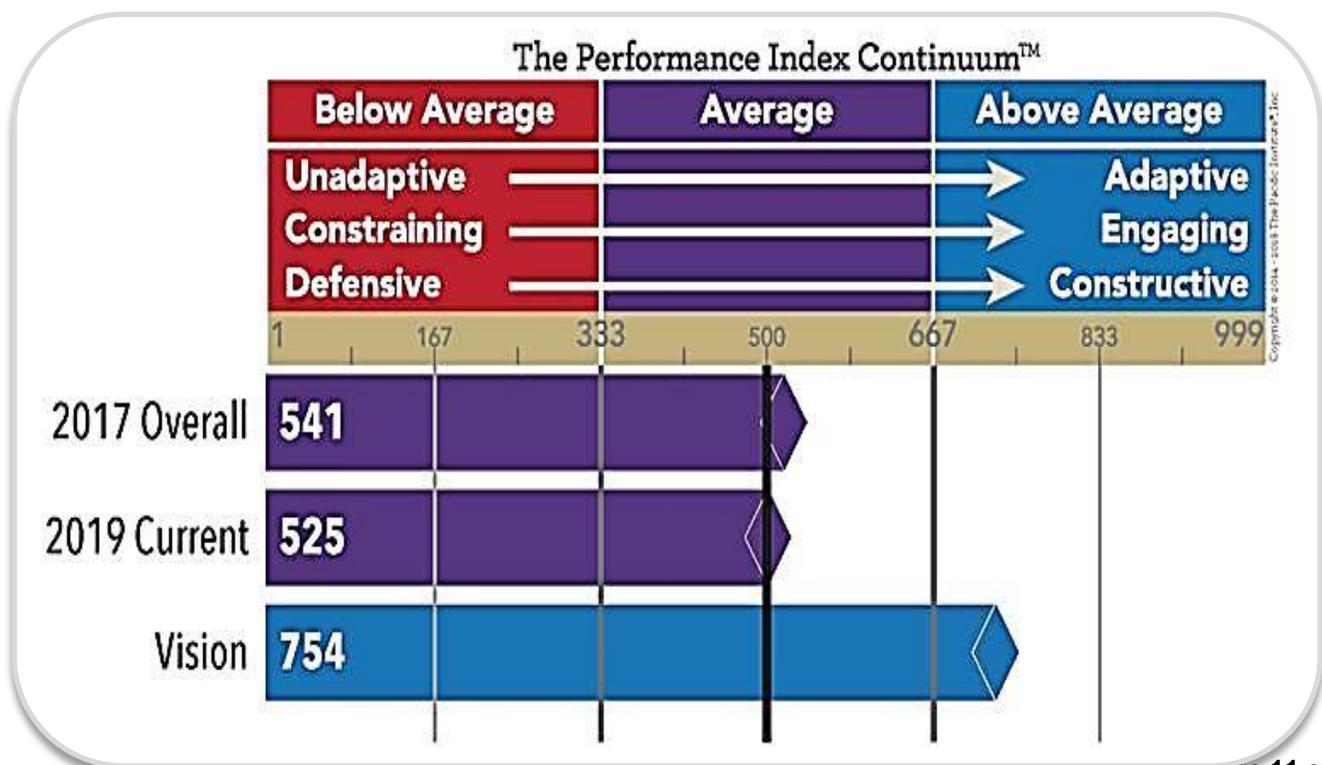
Further workforce information is available on the [Workforce Dashboard](#) and via the Council [website](#).

4.7. Organisational Development

Culture

- **Our staff will tell us that they can feel a positive shift in the culture of the organisation.**

From the completed resurvey of the organisations leadership culture as planned we completed the interpretative results session delivered by the Pacific Institute with SLT as an SLT development session. From the findings, although the index score has not increased it was recognised by the Pacific Institute that considering the austerity and reductions in the council this is still within good parameters for on-going culture change and shift.



The culture resurvey and CMT/ SLT results from the interpretative session informed culture activities for the Managers conferences. 4 X Managers conferences were delivered to engage managers in culture and inclusion work leading on culture that is: Collaborative, Innovative & Performance Orientated.

With the focus on

‘A culture with ‘Vision’, that is about ‘Engaging’ our staff and providing ‘Support’ in order to ‘Transform’ our services and organisation’.

Staff engagement

The outcome priority of Staff Engagement for 2019 - 2020 was to support and develop employees so that they have the skills, knowledge and confidence to deliver our services well.

- **Continue to deliver a revised annual Staff Engagement Plan**

We have continued to engage with our employees through a range of engagement activities and development activities. There has been a review of the staff engagement plan and identification of key priorities for delivery in 2020.

Key areas are:

- Delivered 2 x new Corporate Induction package that includes welcome briefing event with Chief Executive and Councillors (121 attendees) Further sessions were postponed as a result of the pandemic and from September onwards will be delivered virtually.
- The Service Excellence awards were postponed in March due to the pandemic and will be run as a virtual event in October. The awards feature two additional areas Children at the heart of what we do and Innovation. They have been supported by Sponsorship with 4 times more funding than previous years – due to a comprehensive sponsorship package. There were over 160 entries across all categories.
- The Long Service Awards were also postponed and will now take place in November 2020 virtually.
- Launched Facebook Health and Wellbeing group to support Colleagues Morale and overall Wellbeing in light of the pandemic (c220 participants)

The Covid-19 Pandemic has resulted in both the Service excellence awards and Long Service awards being postponed to October and November respectively and in a virtual format.

4.8. Equality and Inclusion objectives

- **The outcome priority for 2019-2020 for E&I follows, minimum of 12 E&I activities available to staff and members per year**

Equality and Diversity training is set out below:

Corporate Mandatory Equality and Diversity E learning course, staff need to complete at least once (repeated as and when required and when content updates are made to the course). This course was rolled out to all employees in November 2019 and the Evolve report shows course completions at 2,586 at May 2020.

Available in accessible formats for those managers who have staff without access to a computer.

Completions must be recorded on Evolve. If briefings are delivered using the PowerPoint or PDF file, managers are asked to email a list of names to evolve@bradford.gov.uk so completions can be recorded.

- (i) Mandatory Induction programme – face to face session for new employees that covers meeting senior leaders and Cllr, this welcome briefing celebrates and explores the diversity of the district and the communities we serve, covers working within a Local Authority as an officer, Council / district plan. There is also an E learning programme which covers an overview of working at the council, services, Cllrs, departments and organisational structure.
- (ii) Bradford Behaviours training – introduction and exploration of the Bradford Behaviours as part of commitment to develop high performance and low tolerance of poor performance. Delivered as face to face workshops and E learning, Training and toolkits for teams and individuals.
- (iii) Management training – Management Conferences are run up to twice per year and in 2020 the themes were: 2040 vision planning, which included a review and celebration of the diversity of the district and achievements and the second theme of Leading Culture Change, culture survey results and action planning.
- (iv) Leadership and Management – Best Solutions mandatory management training for all managers covering unconscious bias, coaching for performance, recruitment and selection.
- (v) Leadership and Management – Future Leaders Inclusive Talent development programme with modules including Leading with Equality and Project Work modules on ‘2040 Vision’ consultations in the community and ‘Peoples Library’ celebrating the rich and diverse stories in the local communities.
- (vi) The Leadership & Management programme has been stood down due to Covid-19 and new offer to be launched in July which will include new ‘Unconscious Bias’s e-learning offer, which will go out to managers and part of the managers’ induction for all new managers.
- (vii) Talent programmes have been scoped, planned and recommended and agreed at JLT, and are emerging through the Inclusive Employers project. Plans include Reverse Mentoring, Secondments and Immersive learning programmes.

- (viii) New survey on Culture is planned as part of the Bradford for Everyone programme (Stronger Communities). This will then inform the development of training that will be rolled out in Autumn on inclusivity and unconscious bias to be available for all staff.
- (ix) Developing plans as we progress; the workforce development strategy 2021 and beyond, priorities agreed with JLT and as we progress the Inclusive Employers work which are informing detailed action plans.

The equality and diversity training was revised in 2019 to fully cover the Equality Act and the Corporate Induction is revised on an on-going basis. There is additional training available in services and departments that cover areas of E&D and inclusive practice.

Please note, the % figure is only an estimate as it is not possible to calculate this 100% accurately, this is due to the fluctuation of the numbers of staff and managers within the organisation at any one time. It is based on June 2020 numbers of 8,237 staff and 875 managers.

- **Apprenticeship programmes: 30% BME** Please see section 2.6 or Appendix 2, Section 3.
- **Apprenticeship programmes: 10% - Special educational needs/ disabled** Please see section 2.6 or Appendix 2, Section 6.
- **Apprenticeship programmes: 100% children leaving care** Please see section 2.6 or Appendix 2, Section 5.

4.9. Team Bradford

The objective for 2019-2020 was to support and encourage staff to look for opportunities to work with organisations and businesses across the district to foster shared ambition, in order to put citizens at the heart of what we do and to wrap services around their needs.

- **Work Programme 4 - Apprenticeship Programmes Development of a health and care apprenticeship enrichment programme.**

District wide Apprenticeship network

event held at Airedale hospital to bring together the partnership and Team Bradford apprenticeship providers.

Bradford Careers Fair

Bradford district and Craven Health and Care Careers Fair held 4 March 2020. This event was a Team Bradford event and hosted 500+ places offered to schools and school leavers to introduce them to Health and Social Care sector and jobs across the district.

Apprenticeship Levy gifting

We have worked with partners in Health and Social Care to advance apprentices in the district. We have gifted £70k to improve career development for Health and Social Care staff to complete apprentices at Levels 2, 3 and 5.

- **Work programme 2 - Developing our Staff Together.** Consistency of approach to system leadership development.

- The secondment of the Head of Workforce Development Service to a two-year post as Programme Director – Health, Economy and Skills continues until March 2021, aiming to further the integrated Health and Social Care transformation delivery programme.
- System OD Network - HR membership of the Craven and District partnership group to develop system wide change and transformation.
- District-wide Apprenticeship Network continues to be led by the council and includes NHS, VCS, Bradford, Shipley colleges and private sector business.
- System Leadership Development – HR support the development and delivery in the system leadership work stream, developing modules and induction for system leadership across place.
- Communities of practice system leadership group – HR member of the district wide leadership and management sub group that reports to the IWPB (Integrated working party board).
- District Wide Health and wellbeing offer – New partnership with WY&H to respond to Covid 19 pandemic with a suitable offer for Health and Wellbeing across place for all Health and Social Care staff. Offer developed and launched and reviewing across partners as we progress in the pandemic.

5. OTHER CONSIDERATIONS

2020 – 2021 Workforce Development Priorities

5.1 Our ambition

- 5.1.1 Our aim is to create an environment where equality and inclusion is at the heart of everything that every employee does. We will ensure that every talented, committed and hard-working employee has the opportunity to rise to the top, whatever their background and whoever they are.
- 5.1.2 We do not want services full of employees who think and sound alike. Therefore, we must look beyond bias and seek out talent from all areas and backgrounds so that our talented employees are valued irrespective of who they are and any visible or non-visible differences in order to allow everyone to reach their full potential. We want to see an open, inclusive environment where the best people, full of ideas and enthusiasm, can thrive irrespective of who they are.
- 5.1.3 We will develop our workforce, support and encourage our employees to share their lived experience through staff engagement sessions and periodic surveys. We will listen, and act to remove barriers to success and create an environment and development that supports our workforce to flourish.

5.1.4 We seek to foster a workforce culture that is inclusive, transparent and accountable, and one in which there is zero tolerance for discriminatory behaviour, unconscious or not.

5.1.5 Our ambition for 2020 – 2021 is to reinvigorate the Organisational Development and Learning/ Workforce Development strategy and focus on 'getting the basics right'.

5.2 **Our Context**

5.2.1 We have explored, considered and incorporated the views of our colleagues with protected characteristics (through staff engagement), those that have Equality and inclusion aspirations for the council (e.g. European Research Group), the relevant legal context/ legislation (e.g. the Equalities Act, Public Sector Equality Duty) and previous work in this regard/ desk research (e.g. the Workforce Development Strategy, Appendix 1, the Hay Report (on which the former was based), survey(s) findings (e.g. Culture, Hay, Grant Thornton).

5.2.2 We will put forward a business case for additional Human Resources resource investment to focus on organisational learning and development and talent as part of the Council's annual budget setting process.

5.2.3 The extent of the fulfilment of the business case will directly influence the delivery timeframes. Put another way, we require resource and personnel to deliver our ambitions. A business case will be delivered on or before the end of October 2020. It should be noted moreover that the business case may take a month or two for approval, recruitment may take a further month or two, design another circa two months, before implementation. In brief, the more resource committed and the more quickly approval is provided, the more likely it will be that we will be able to report convincing improvement to general Organisational Development and Learning/ Workforce Development/ E&I targets by next October's review.

5.3 **Our Priorities and how we will measure success**

5.3.1 We will organise our key actions across three key themes, namely: **Talent Attraction, Talent Development and Staff Engagement.**

- **Talent Attraction**, e.g. recruitment and selection review/ branding, early careers (e.g. apprenticeships, graduates, secondments etc.), on boarding, induction.
- **Talent Development**, e.g. Member Development, a revised Leadership Development Programme (considering/ incorporating CE aspirations/ plans), Management (Line Manager mandatory and E&I training), a reinvigorated Talent Development Programme (with E&I ambitions), 5 days of learning and development per employee, refresh of E&I training.
- **Staff Engagement**, e.g. continued engagement sessions, staff networks, staff survey and E&I objectives.

5.3.2 Talent Attraction

The recruitment and selection review/ branding, on boarding, induction policies and processes will be reviewed/ updated.

5.3.2.1 Early Careers – apprenticeships and graduates

The outcome priority for the apprenticeship team for 2020 – 2021 is to ensure that national and organisational levy spend targets are met, provide a career stimulus to the district’s young people and further council E&I aspirations, in order to provide rich and rewarding careers and stimulate economic growth.

Performance Indicator	How we will measure success
National apprentice targets achieved. Council apprenticeship targets achieved. Best use of levy fund.	The 2020 – 2021 national target is 297, per current workforce figures. March 2021, 500 council apprenticeships. Plan, monitor and forecast apprenticeship levy spend to ensure no overspend and minimise any payback. Gift any underspend to district partners. An apprenticeship ‘dashboard’ will track progress to objectives.
Use of apprenticeship fund to further E&I aspirations	30% of apprentices BAME 10% of apprentices special education needs/ disabled 100% of children leaving care offered access to traineeships and/ or apprenticeships. (Work required with colleagues/ partners to ensure this target is achieved.)
Apprenticeship teams to begin to focus, not only on apprenticeships but also other early careers solutions.	There are currently 7 people with graduate in their job titles. We aim to increase this number. We hope to make further use of the NGDP, for example. NB: We have recruited one LGA NGDP graduate, who will begin in October 2020. The recruitment cycle is annual and begins again in Spring 2021. In Spring, we are able to recruit through either NGDP national or local. Local recruitment will help us fulfil our local targets. Increase in the number of employees under 25.

5.3.3 Talent Development

5.3.3.1 Councillor/ Member Development

Performance Indicator	How we will measure success
Review, benchmark best practice and reinvigorate the Member Development programme/ learning and development	Programme quality, attendance and evaluation.

5.3.3.2 Management and Leadership Development

Leadership has a cogent influence on improving performance. Managers and Leaders need mandatory development/ support, to ‘get the basics right’, personal development support (e.g. awareness of self and impact on others), team development, technical development etc.

Performance Indicator	How we will measure success
Review, benchmark best practice and reinvigorate Leadership Development programmes	Programme quality, attendance and evaluation. A leadership development programme is suggested to embed transformational aspirations/ reinvigorated culture/ values/ Bradford behaviours, considering/ incorporating CE aspirations/ plans.
Review, benchmark best practice and reinvigorate Management Development programmes	Programme quality, attendance and evaluation. Employees to receive mandatory management support relevant to each organisational management level.

5.3.3.3 Talent Management

The outcome priority of Talent Management for 2020 – 2021 is to discontinue the Future Leaders programme and replace it with a talent programme that delivers the career progression of identified talent, E&I/ diversity participants, in particular.

Performance Indicator	How we will measure success
Review, benchmark best practice and reinvigorate the Talent Management programme	Programme quality, attendance and evaluation. Progress of participants, E&I/ diversity participants, in particular.
The Future Leaders programme is to be discontinued	The perception of the programme is poor and the programme has purportedly not achieved E&I aspirations. A complete redesign and relaunch is therefore necessary.

5.3.3.4 Learning and development

The outcome priority for learning and development for 2020 – 2021 will be a focus on improving simplicity/ ease of use and service relevance. As above, we aim to provide 5 days of learning and development per employee.

Performance Indicator	How we will measure success
Improved system ease-of-use	Learning compliance
Improved joined up (across corporate and services) online mandatory (employee and management) learning and development	Mandatory learning compliance
Improved system relevance to services	Tailored learning packages per service

5.3.3.5 Performance Management

The outcome priority for Performance Management for 2020 – 2021 is to increase, through a number of methodologies/ approaches, including online and face-to-face learning performance management compliance/ the number of employees that have agreed performance objectives with their line managers and are having regular coaching conversations.

The delayed (from May 2020 due to the Covid 19 pandemic) council performance management process is to begin from September 2020.

Performance Indicator	How we will measure success
C90% Performance Management compliance across services	Evolve data

5.3.4 Staff engagement

The outcome priority of Staff Engagement for 2020 – 2021 is reconnect with employees and seek input into future Organisational Development and Learning/ Workforce Development plans.

Performance Indicator	How we will measure success
Relaunch employee engagement survey	Report on findings by next year's annual review.
Relaunch employee engagement networks for those with protected characteristics	Ensure that an employee network is set up per protected characteristic group, that these are supported/ thrive. Number of groups/ number of regular attendees.

5.3.5 Equality and Inclusion objectives

The outcome priority for equality and inclusion for 2020 – 2021 is to work proactively to ensure that our workforce (at all levels) reflects the communities we serve and support all staff to achieve their full potential.

Performance Indicator	How we will measure success
Ensure that every employee feels included, are able to bring their whole self to work and that barriers to success are removed. This will be done through staff engagement, review and refresh of policies, procedures and effecting culture change.	We will: <ul style="list-style-type: none"> a. Improve staff satisfaction results b. develop and implement a people (HR) policy review cycle and consult widely with staff networks and trade unions.
Supporting every employee to reach their full potential through our approach to learning and development.	We will: <ul style="list-style-type: none"> a. Provide 5 learning and development days per year per employee b. Increase percentage of diversity in Special Grades achieved through talent development programme c. Increase completion and equalities awareness through mandatory equality and diversity training.
Achieve a workforce that represents the communities we serve across all levels through our approach to recruitment and selection and talent development.	We will: <ul style="list-style-type: none"> a. ensure diverse interview panels b. review job descriptions, adverts and selection practices that can act as a barrier to some groups c. increase the representation of BAME employees at senior grades (special A and above), with more reflective LGBTQ+, disability and ethnicity data, and to increase the proportions of staff self-declaring. d. monitor and report our performance on recruitment and workforce diversity to increase diversity through attraction, recruitment and selection processes.
Provide a central budget to allocate resource to support learning and talent development.	We will put forward a business case for additional Human Resources resource investment to focus on organisational learning and development and talent as part of the Council's annual budget setting process.

6. FINANCIAL & RESOURCE APPRAISAL

We will put forward a business case for additional Human Resources resource investment to focus on organisational learning and development and talent as part of the Council's annual budget setting process.

7. RISK MANAGEMENT AND GOVERNANCE ISSUES

No risk management and governance issues.

8. LEGAL APPRAISAL

No legal issues.

9. OTHER IMPLICATIONS

9.1 EQUALITY & DIVERSITY

Consideration for forward plans in line with new equality objectives 2020-2024.

9.2 TRADE UNION

No matters arising on this report.

10. RECOMMENDATIONS

Members to note content of the report.

11. APPENDICES

Appendix 1: Organisation and Workforce Development Strategy 2015 – 2021

Appendix 2: Apprenticeship Progress Report

Appendix 3: Evolve Learning and Development Progress Report

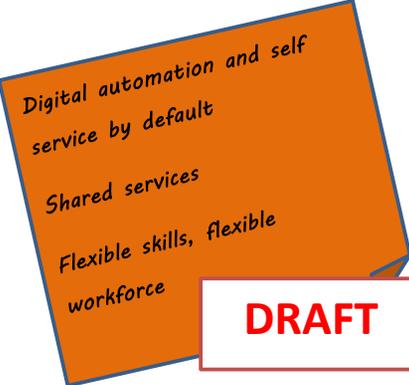
Appendix 4: Member Development Programme Summary

Appendix 5: Performance Management Progress Report

12. BACKGROUND DOCUMENTS

Report of the Director of Human Resources to the meeting of Corporate Overview and Scrutiny held on 10 October 2019.

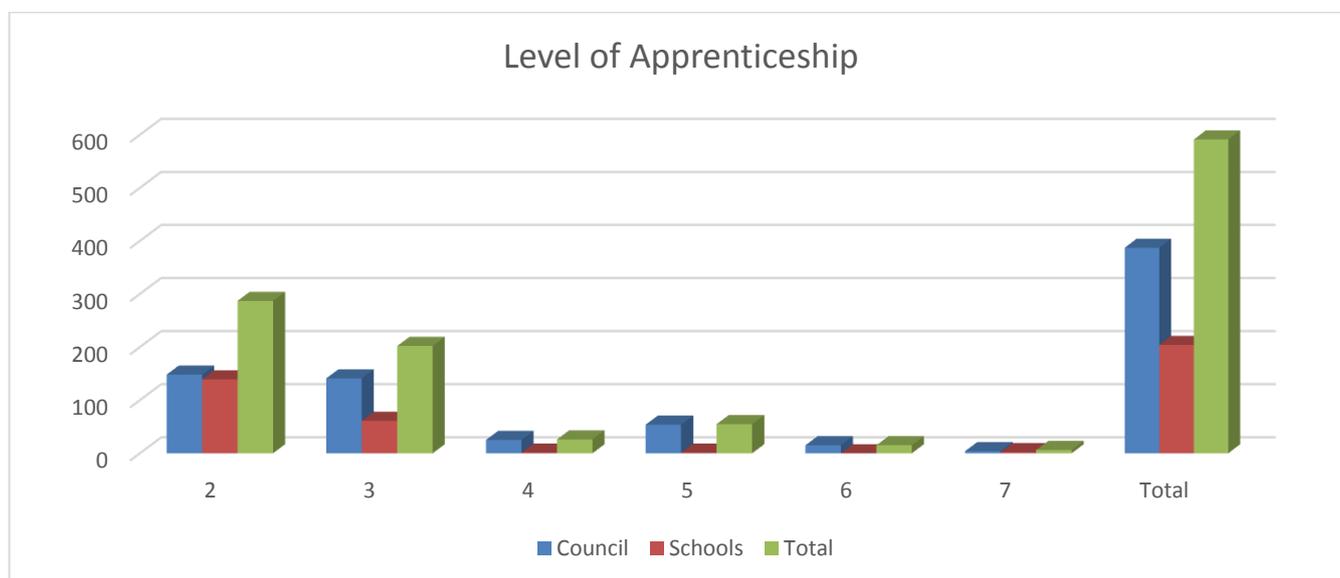
Bradford Council Organisation and Workforce Development Strategy 2015-2021

Phase 1 (2015-2017)	Phase 2 (2017-2019)	Phase 3 (2019-2021)	Phase 4 (2021 onwards)
			 <div data-bbox="1822 557 2045 646" style="border: 1px solid red; padding: 2px; display: inline-block; color: red; font-weight: bold;">DRAFT</div>
<p>Key activities:</p> <ul style="list-style-type: none"> • Set future vision (Council Plan) • Set outline Workforce Development Programme • Set corporate Engagement plan • Refresh Bradford Behaviours • Baseline staff survey • Build systems capability (Evolve) • Create OD function 	<p>Key activities:</p> <ul style="list-style-type: none"> • Launch Management development Programme • Assign targets and measures to Workforce Development Programme • Focus on Apprenticeships and recruitment • Focus on performance, attendance and wellbeing • Develop coaching style of management • Embed culture where innovation and enthusiasm can thrive • Focus on organisation development with partners across the district 	<p>Key activities:</p> <ul style="list-style-type: none"> • Full roll out of 'Evolve talent' • Embed new approach to succession planning and career pathways • Supporting & enabling employees to take responsibility for their own growth and development • New approach to recruitment - recruitment for skills for organisation not competencies for roles 	<p>Key activities:</p> <ul style="list-style-type: none"> • Removal of traditional role profiles • On-going employee development, including digital skills training and recruitment • Full roll out of new talent programme - apprenticeships, interns, secondees, graduates
<p>Talent management is about doing the right things today, so that we have the right people with the right skills, behaviour and attitude for tomorrow</p>			

Apprenticeship Update – August 2020

Section 1 – Use of Apprenticeship Funds

Most apprenticeship qualifications are at Level 2 and 3.



Levy Transfer Committed

Bradford Council has committed to transfer the levy for the following: -

Transfer of Levy - Qualification	Partner Organisation	Cost PP	Duration	Cost Per Month PP	Cost Per Month	Cost for Year 2020 - 2021	Cost for Year 2021- 2022	Cost for Year 2022- 2023	Total
10 x Management (Operations/Depart Mgr)	WYCA Partnership	7,000.00	30 months	233.33	2,333.30	27,999.60	27,999.60	14,000.80	70,000.00
5 x Nursing Associates	NHS (IWPB Partnership)	15,000.00	24 months	625.00	3,125.00	37,500.00	37,500.00	0.00	75,000.00
25 x Adult Care Workers	NHS (IWPB Partnership)	3,000.00	12 months	250.00	6,250.00	75,000.00	0.00	0.00	75,000.00

From April 2019, 25% of the levy per financial year can be transferred. These funds will also expire from the 2-year period of the levy going into the DAS account.

£ 133,000 of levy funds have now been allocated and learners are on the apprenticeships. **Due to Covid 19 some of the above committed transfers have been put on hold until further notice.**

Section 2 - Active Apprenticeships and 2.3% Public Sector Target

Bradford Council Public Sector Target	2017-2018	2018-2019	2019-2020
Percentage of apprenticeship starts (both new hires and existing employees who started an apprenticeship) between 1 April to 31 March as a proportion of total headcount on 31 March	0.80%	1.63%	1.58%

There are currently 230 active/live apprenticeships on programme being funded from Bradford Council's Apprenticeship Levy:

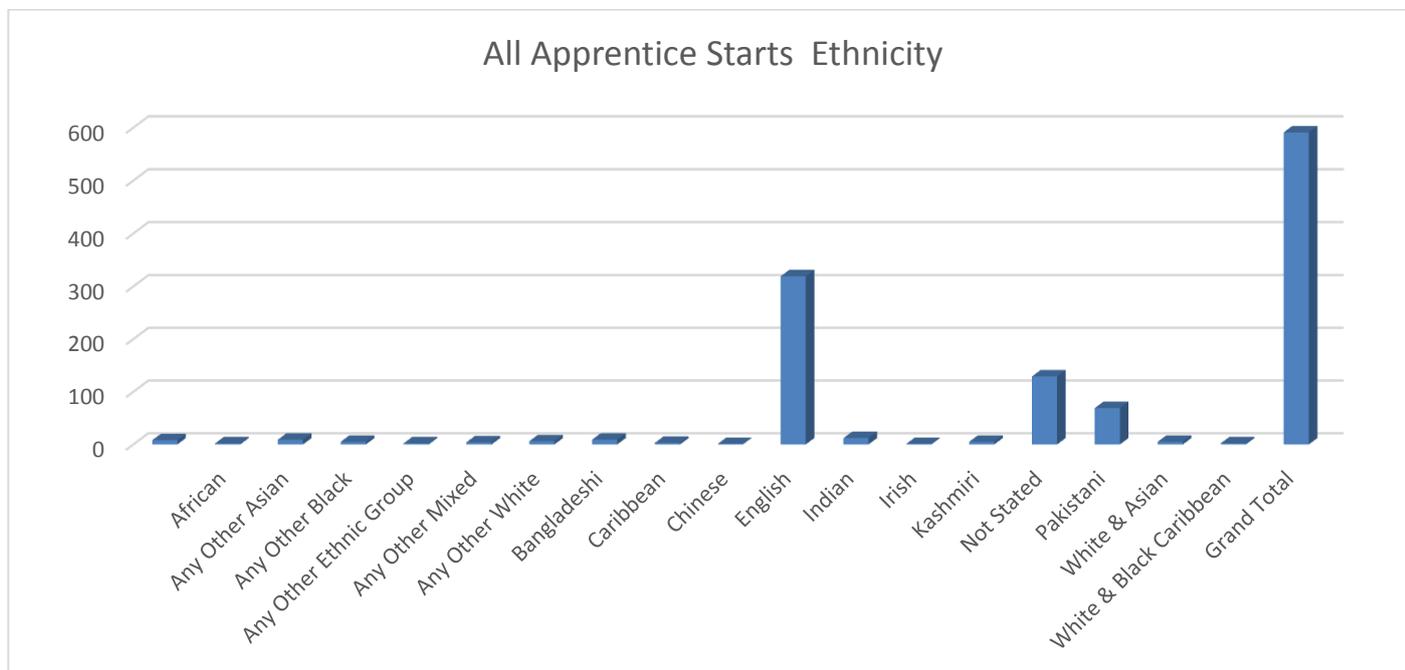
	Council Apprentices Existing Staff	Council Apprentices New Starters	Apprentices in Contributing Schools	Total
Active Apprenticeships	116	44	70	230

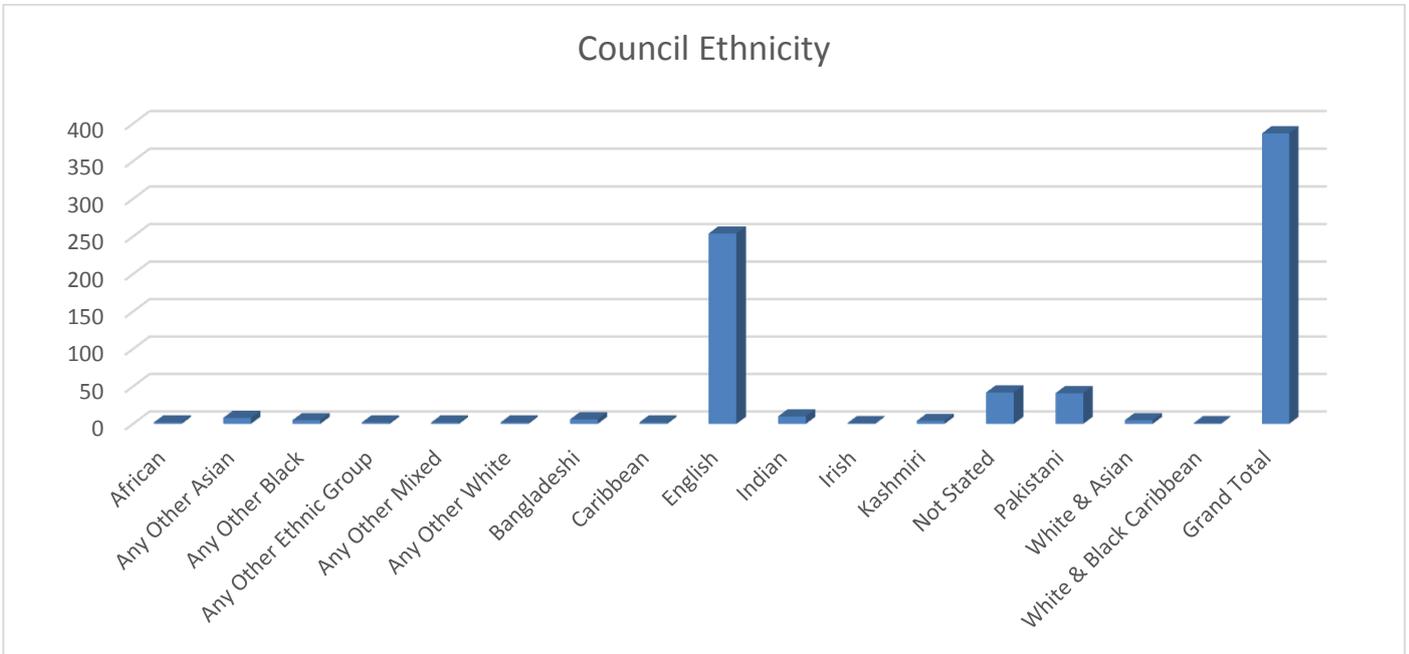
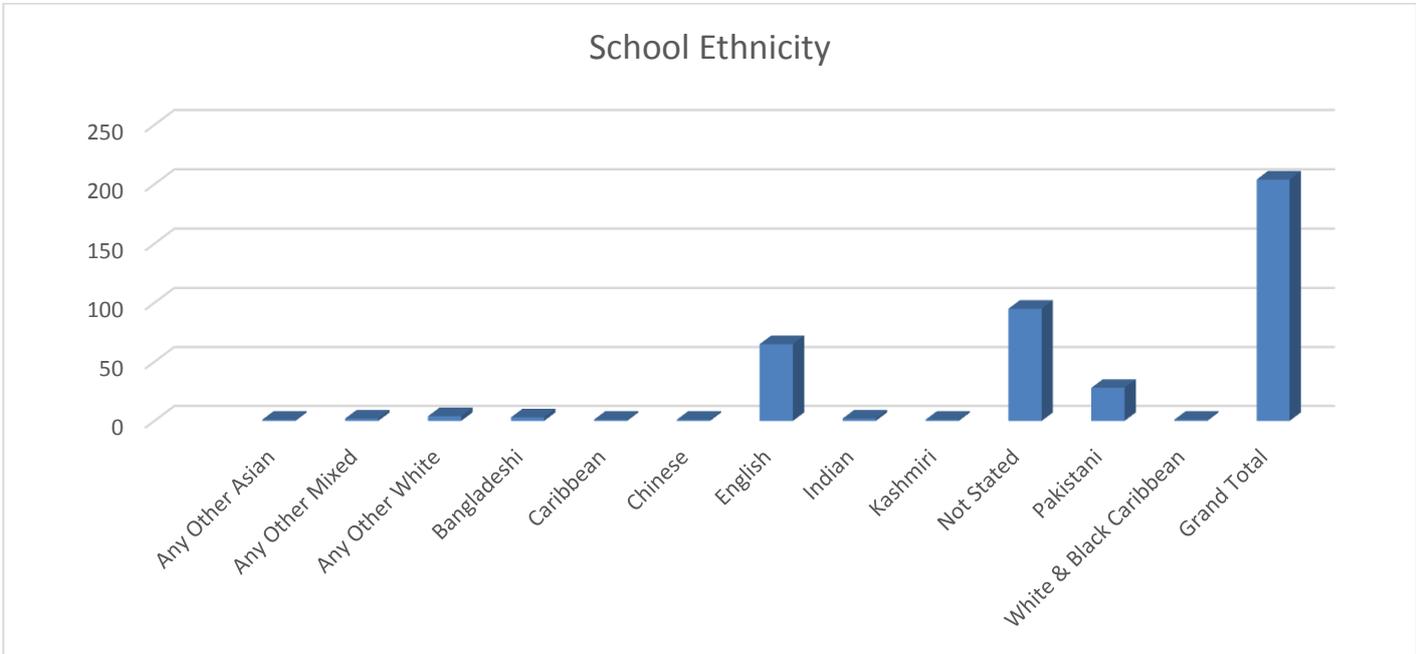
2) Financial Years Apprenticeship starts split by Council and Schools: -

	2017/2018	2018/2019	2019/2020	2020/2021	Total
Schools					
New	52	64	77	1	194
Existing	1	6	0	3	10
Total	53	70	77	4	204
Council					
New	32	49	33	0	114
Existing	47	110	97	19	273
Total	79	159	130	19	387
Council and School Total	132	229	207	23	591

Section 3 – 30% Apprenticeships – BAME

The following tables show break down on Ethnicity for Apprenticeship starts.





Equality Target Progress – Live Apprentices on programme 18th August 2020

Target - 30% Black and Minority Ethnic (BAME) – Table below is data from Council where information has been disclosed/not disclosed on live apprentices.

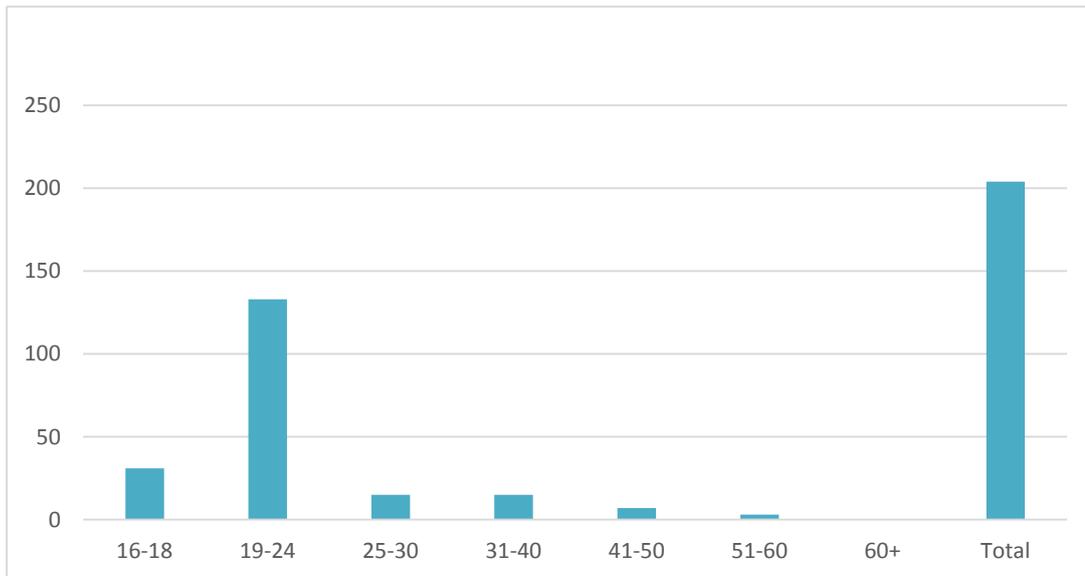
Ethnicity	Schools - 70 Apprentice Starts	Council – 44 New Apprentice Starts	Council – 116 Up-skill Existing Apprentice Starts	Total 230 Apprentice Starts
BAME	16 (23%)	16 (36%)	23 (20%)	55 (24%)
English	21 (30%)	23 (52%)	81 (70%)	125 (54%)
Not Stated/No Information	33 (47%)	5 (12%)	12 (10%)	50 (22%)

Table below shows BAME from National Apprenticeship Data over the Financial Years: -

Financial Year	All Starts	BAME	BAME %
2017 - 2018	126	45	36%
2018 - 2019	224	56	25%
2019 - 2020	166	63	38%

Section 4 – Increase the number of employees under the Age of 25

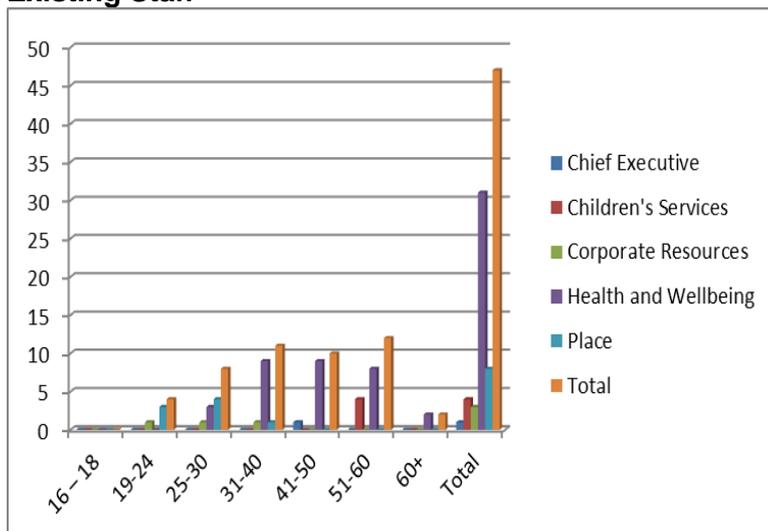
School Starts by Age on start of Apprenticeship from May 2017 to August 2020



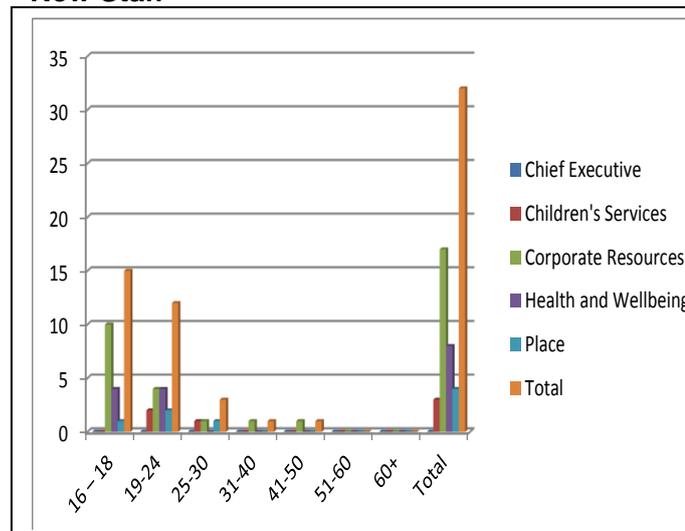
Council Starts by Age at start of Apprenticeship by Financial Year

2017 – 2018

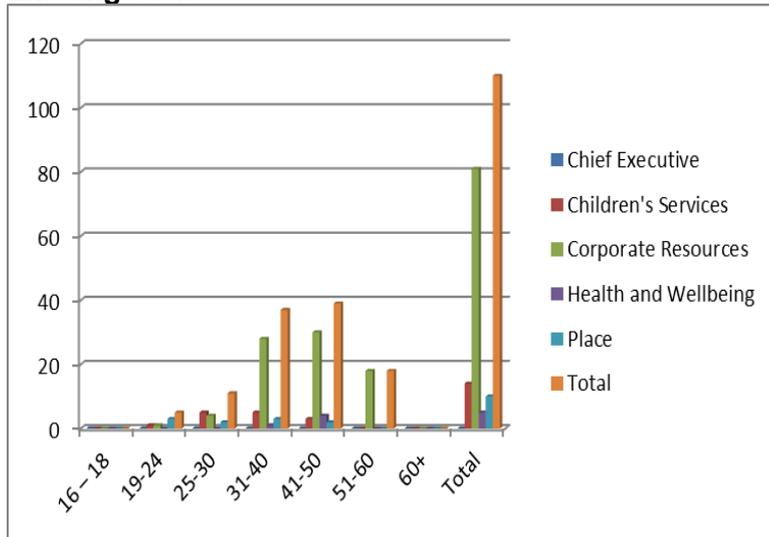
Existing Staff



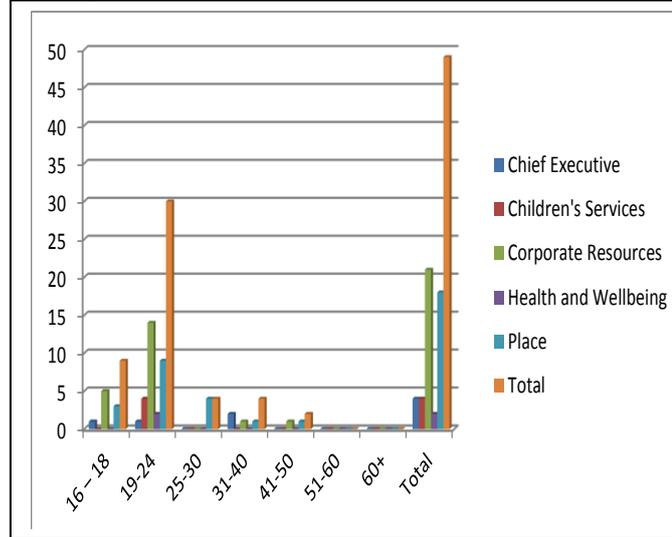
New Staff



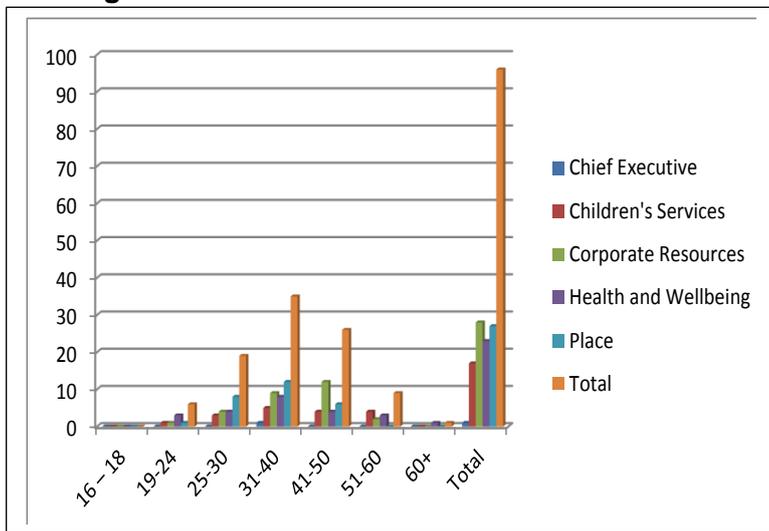
2018 – 2019
Existing Staff



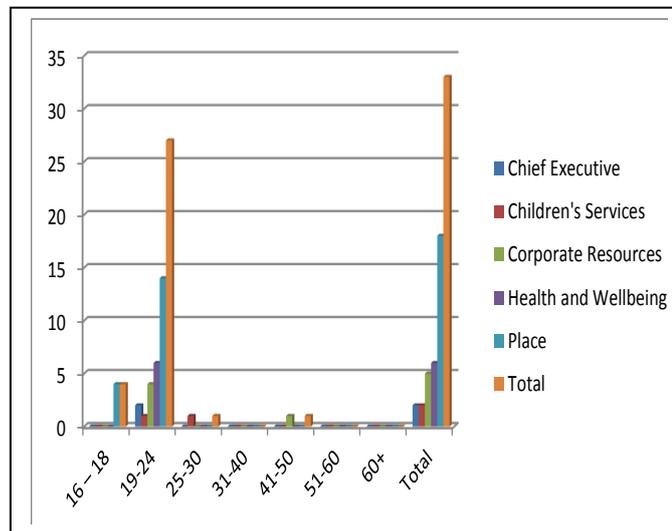
New Staff



2019 – 2020
Existing Staff

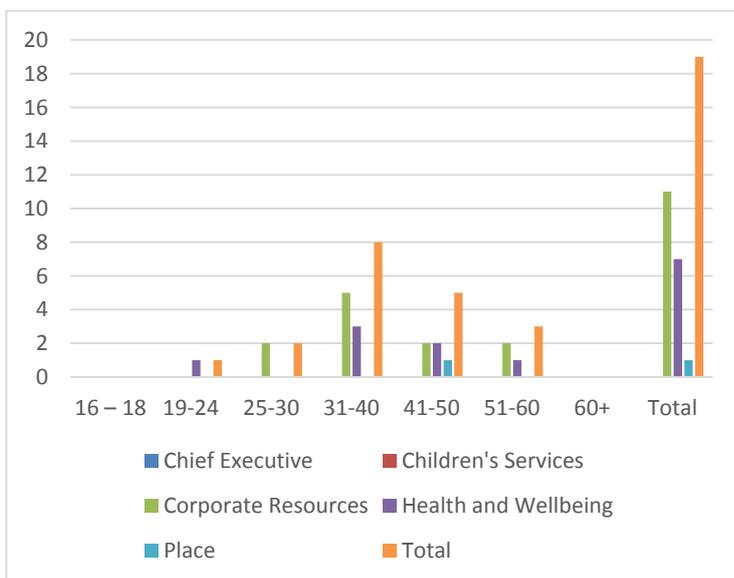


New Staff

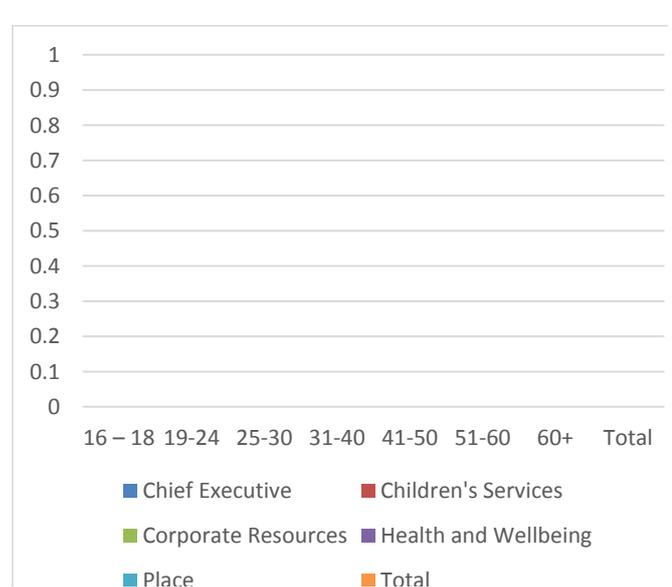


2020 – 2021

Existing Staff



New Staff



Section 5 – 100% Children Leaving Care (Looked After Children)

Target - 100% opportunities for Looked After Children where they would have access to traineeships and apprenticeships. All apprenticeships opportunities are offered to LAC in the first instance but not always ready to undertake an apprenticeship. 1 LAC started on apprenticeship July 2020.

Section 6 - 10% People with Special Education Needs or Disabilities

Please note, there is no Council data on disability regarding apprentices as this information has not been disclosed on SAP. Data from the national apprenticeship service can give numbers of those apprentices who have a Learning Disability (LLDD) only. Please see table below with numbers: -

Financial Year	All Starts	LLDD	LLDD %
2017 – 2018	126	8	6%
2018 - 2019	224	27	12%
2019 – 2020	166	27	16%

(2020 – 2021 not yet available from ESFA)

Appendix 3.1

Workforce Development – Learning Data - internal staff

WEF 1st October 2019 to 24th August 2020

Organisational general data



No. of course completions, by 6,633 internal learners

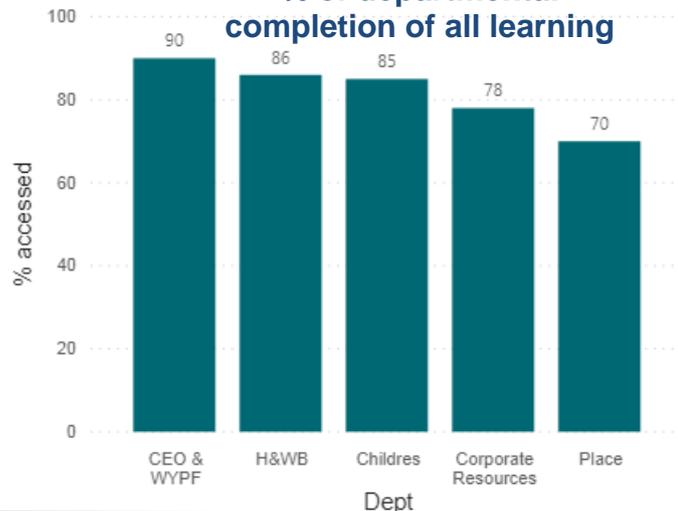


% of the organisation accessed and completed learning

Type of learning completed



% of departmental completion of all learning

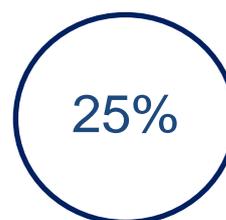
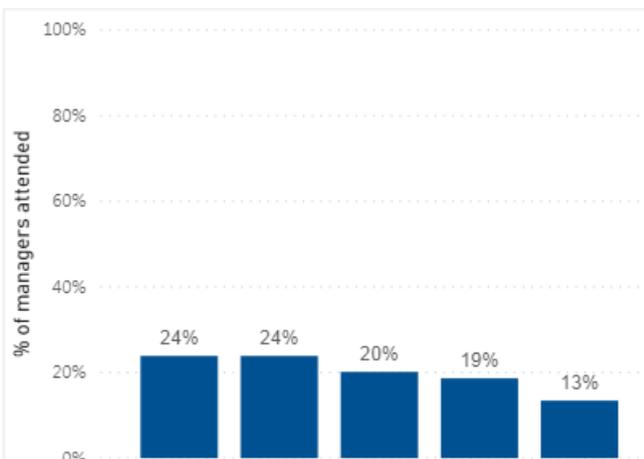


Classroom based learning

Corporate training data

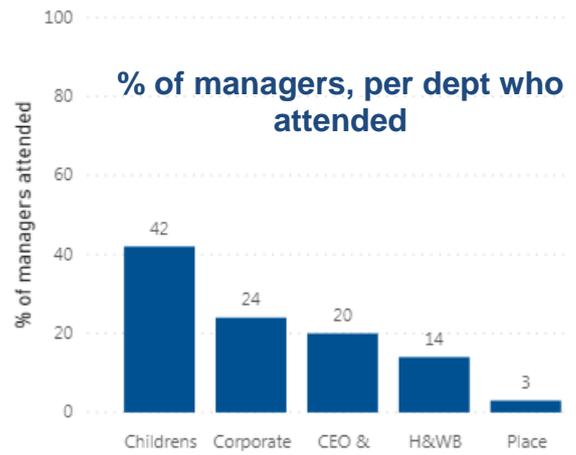
Please note: All classroom based delivery training was suspended from 16th March due to the COVID 19 Pandemic, therefore all statics for this type of learning are only from 1st October 2019 to 15th March 2020.

Managers Conferences – Feb 2020 to Mar 2020 – 4 sessions held



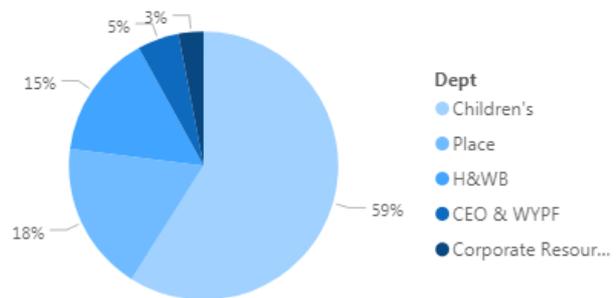
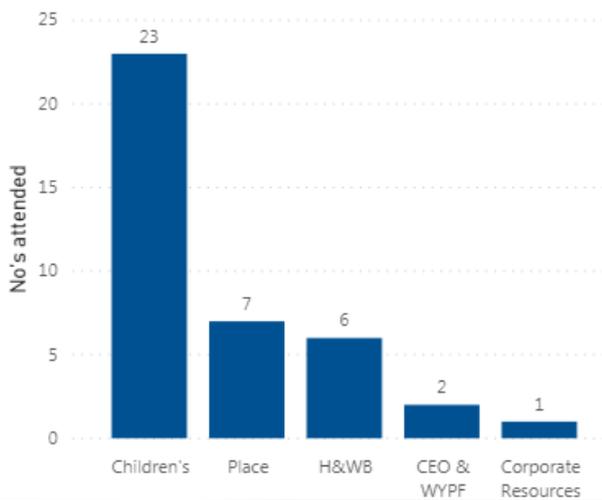
% of the organisations managers attended

Performance Management training, 32 sessions took place, to discuss process and system
Between 1st October 2019 & 15th March 2020

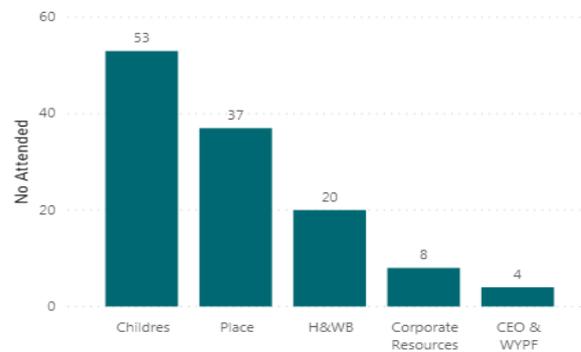
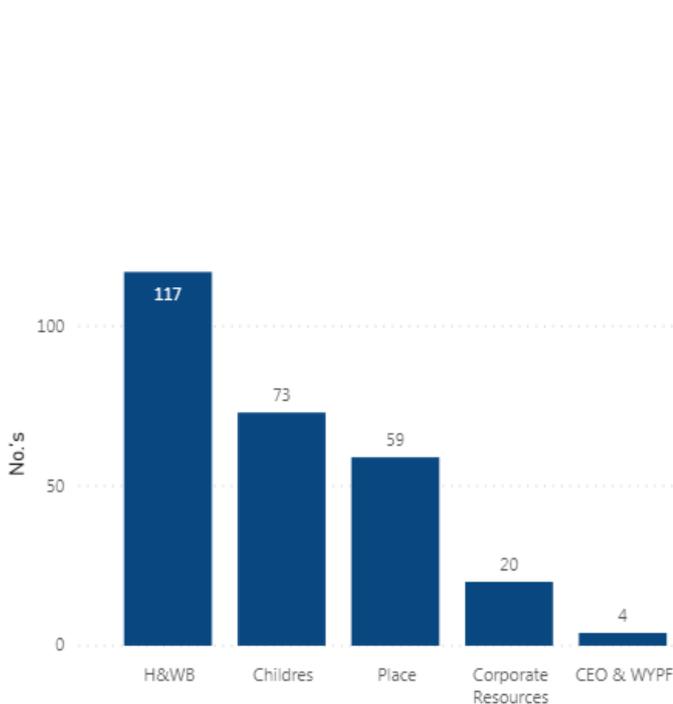


Best Solutions for Managers, 2 training sessions took place Between 1st October 2019 & 30th October 2019

No of managers attended



Corporate Induction workshops, 2 training sessions took place, for all new starters Between 1st October 2019 & 31st January 2020

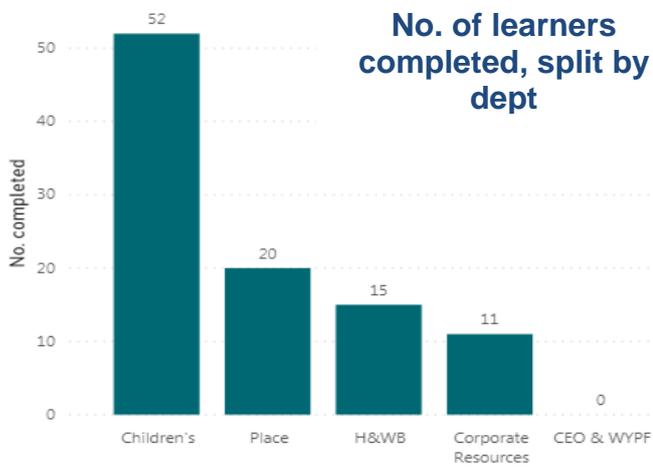


273

Total no. of attendees

Online Learning

Welcome New Starter eLearning module Completions between 1st Oct 2019 & 24th Aug 2020



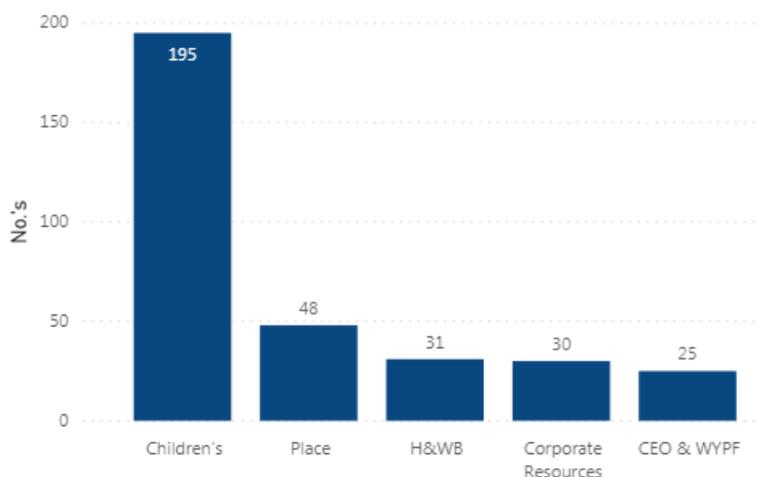
98

Total no. of completions

31%

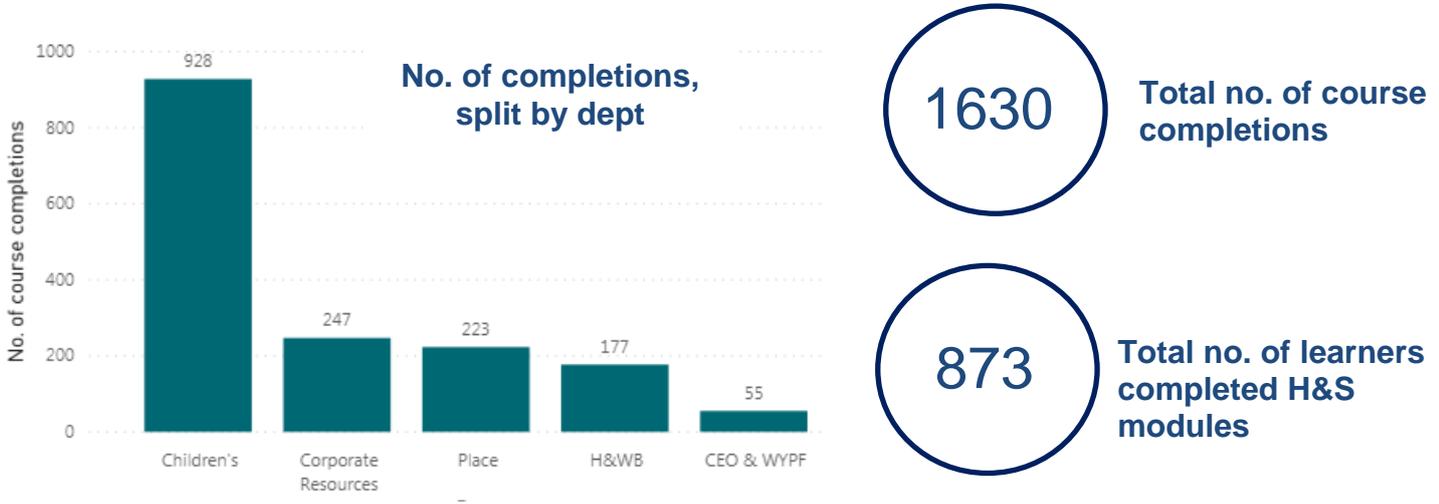
% of all new starters completed the induction eLearning module

Introduction to Performance eLearning module Completions between 1st Oct 2019 & 24th Aug 2020



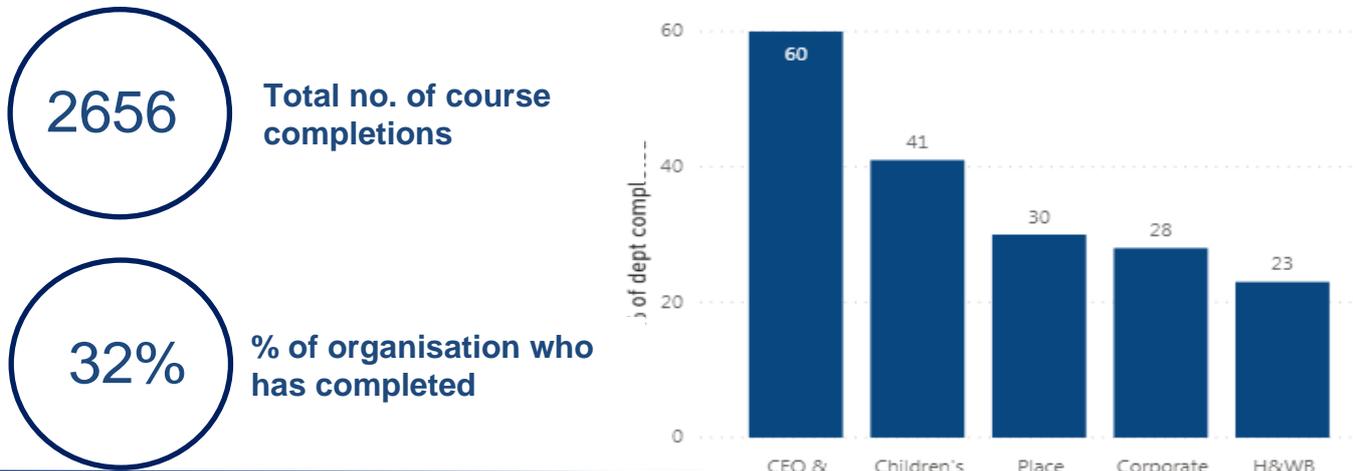
Health & Safety eLearning modules – suite of 10 different learning modules around Health & Safety in the workplace.

Completions between 1st October & 24th August



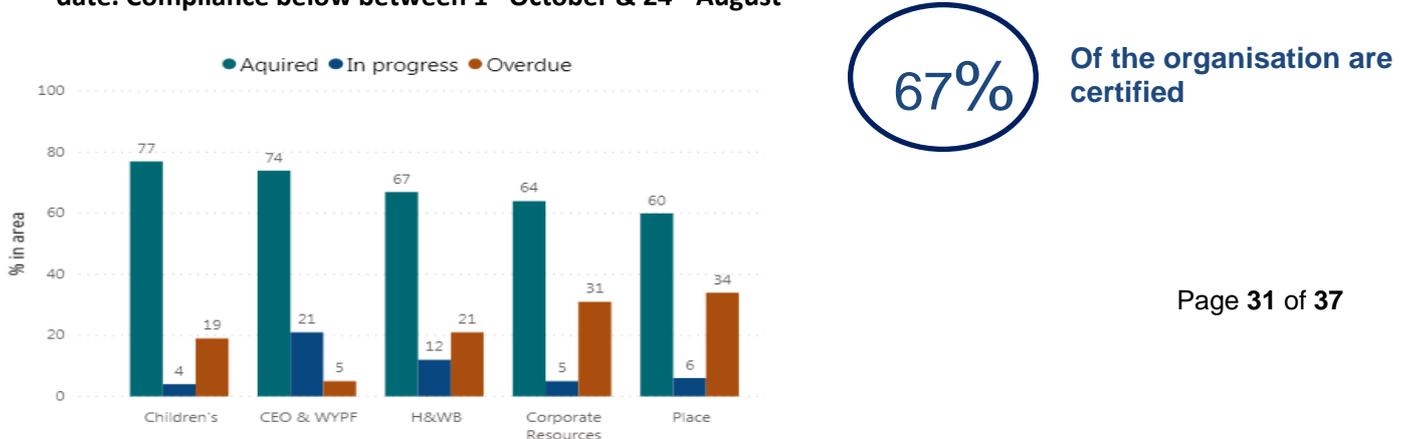
Equality & Diversity eLearning – pushed out to all staff from 4th November 2019 and new starters within 7 days of start date

Completions between 4th November & 24th August



Protecting Information eLearning – Certification,

for annual renewal and pushed out to all staff from 8th May 2017 and new starters within 7 days of start date. Compliance below between 1st October & 24th August



26%

Of the organisation are overdue of time limit set

Appendix 3.2

Workforce Development – Learning Data – external customers

WEF 1st October 2019 to 24th August 2020

2,46

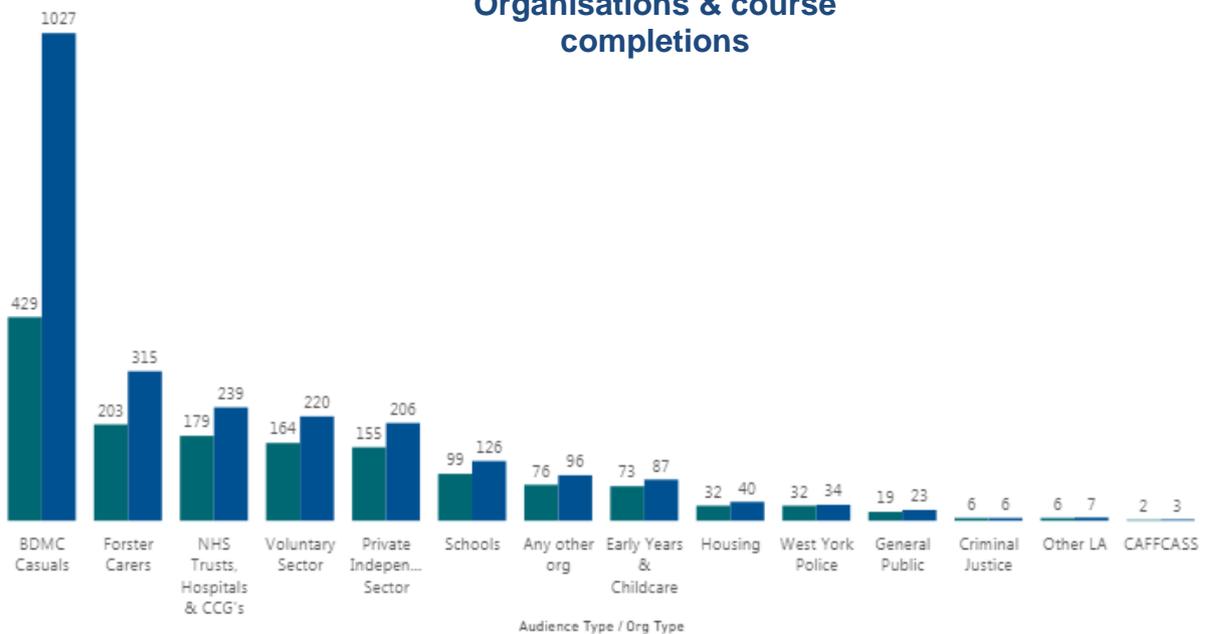
No. of course completion: by 1,463 external learners

Type of learning completed



● No of learners ● No of Course completions

Organisations & course completions



Workforce Development – Learning Data

How have we reacted to the COVID 19 Pandemic

Supported Emergency Relief Care Worker Programme – Partnership Work

- Designed a package of 15 online learning activities and resources – 38 no of learners have accessed
- Provided online access to 89 certificates to candidates attending face to face training – external partners
- Worked with other organisations to gain access to specific online training and resources

Safeguarding Adults eLearning

- Made Safeguarding Adults Level 1 & Level 2 eLearning available to internal and external partners from 1st April 2020
- Continue to regularly report 108 completions, 230 registrations so far from internal staff and external partners.

Bite sized Covid 19 Learning

- Worked with software providers to receive time limited access to 18 online bite sized learning programmes, to support staff and managers with Covid specific, health & wellbeing and managing remotely.
- 711 course completions

Return to work eLearning

- Created bespoke, in house, online learning package to support those who are returning to the office, to relay safety measures in place and support the transition of return
- 620 no of completions so far.
- Increased on online offer, contracted with an online learning provider for access to a suite of eLearning, with the ability to make bespoke and adapt to our needs.

Supporting Customers

- Continued to support departments, services, managers and team members throughout the pandemic, access learning and manage performance.
- 1260 average emails received per month
- 6633 internal customers actively using the system
- 1463 external customers actively using the system

WebEx & Virtual sessions

- Supported the use of online learning webinars, by integrating Evolve and WebEx.
- 9 virtual sessions taken place
- 11 future sessions booked

Taking Member Development Forward in 2020/21

This part of the report summarises the next steps forward for Member Development in 2020. Building on the themes progressed in 2019 this report highlights how the Member Development Programme will address the following aspects in 2019/20

- Is Member – led at all times, building on their strengths, Community insights and leadership roles including working with the Councillor champions.
- Support Members in taking learning back into their communities and helping them signpost their constituents to key local services
- Support the District and Council priorities – keeping the programme focussed on people' s lives and district outcomes.
- Support Members learning and development in bite sized time periods via Virtual platforms including Connect Remote. Wherever possible presentations and hand-outs will be emailed through to participants in advance of the course.

Background

The Covid – 19 pandemic required a shift in support to Members in helping them adapt to remote methods of working e.g. Public i - Connect Remote. A number of sessions were organised across the committees supplemented by a number of one to one coaching sessions.

The majority of programmes will continue to be delivered on a cross party basis with the option for group parties to request their own bespoke versions.

The Commissioning of programmes continues to be party led with the party whips reviewing each programme and highlighting their group requirements.

Picking up the momentum in the autumn after the disruption caused by the pandemic the Member Development Programme in 2020/21 will:

- Provide continuity of Learning by again linking programmes and modules through the year e.g. In October we will be launching a bi- monthly series of modules for Members on Mental Health and we will continue our focus on supporting Members with the latest developments on dementia
- The Member development manager will continue to work with Member champions to promote each development programme.
- We will open up more programmes for colleagues and partners to provide valuable shared learning.
- A varied programme fully maximising the potential of Evolve – currently placing national resources on climate change and important Covid resources.

Programme themes will include:

Safeguarding Adult and Children

With the significant increase of domestic abuse in the pandemic a training session has been scheduled in for Members in October to support Members awareness, signpost to community support and resources. This programme will include one of our Realsafeguardingstories films.

Our Realsafeguardingstories now has a YouTube Channel in addition to the website.

There are now over 30 films that are available for Members to use and the project picked up its 3rd major award – Sovereign Health Care for its work on Hate Crime.

The films encompass Children's through to Adults and Domestic abuse stories.

Working with Trading standards we are providing two sessions on Scams, in September, that are impacting on our communities. The first session will include Covid19 related, medical and Phishing scams. The second one will feature Doorstep crime, sextortion and money muling.

Foundation Modules

These will include the Member Induction Programme in 2021, Speech delivery in a virtual format provided by Emma Taylor, Personal safety of Councillors – working with the personal safety App that is available to all Members.

Supporting Member's Advocacy Skills as a community Leader will be scheduled in the New year. This programme will help Members understand their role as an advocate in different contexts e.g. in supporting constituents when they are dealing Council applications and services. This session will help Members develop a clear understanding of models of advocacy, managing expectations, Boundaries and action planning.

We will also schedule in a further programme, building on last year's well received programme, on finance in local government. This will include an explanation of jargon, an understanding why Council's spend money, how the money is managed and the roles of Councillors in local government finance.

Health and Social Care

Continuing the learning undertaken in 2019 we will schedule 3 programmes on dementia for 2020/21. The first one will be supported by the Alzheimer's society which will have a focus on Covid19 and the implications for the people in our communities. The Second one scheduled for November will focus on the challenges for Carers.

A series of Mental Health Programmes to support Member's knowledge will commence in October 2020 and will run on a bi- monthly basis. These will feature a virtual marketplace/signposting event in November which will support Members in helping their constituents particularly in stressful situations.

We will also run another programme to support Members and their knowledge of Motor Neurone Disease in the new year. This will include including hearing the story of one of the volunteers and more knowledge of the condition, where to signpost and the major challenges for their carers.

Virtual Planning Tour – New programme

This scheduled programme will be an opportunity for Members to discuss with our Planning team their FAQs re Planning and highways issues. We will use photographs and short film clips on the Connect Remote Platform. On this session specifically we will focus in in on Cycle Lanes, changes to Government funding and dangerous junctions.

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Emergency Climate Change and Carbon Literacy Introductory sessions (November)

Bradford declared a climate emergency in January 2019. A sustainable development plan was approved by executive in March 2020. This introductory session will highlight the latest activity and what is being developed in partnership with West Yorkshire Combined Authority.

Also, as part of the drive to eliminate harmful greenhouse gases and the impact on our climate we are scheduling in a session on Carbon literacy. This will introduce a number of key ideas and will consider how we can be more effective in our carbon management in a personal, Council and district capacity.

Upcoming Member Programmes 2020/2021

September

Money SOS Covid19 Financial Wellbeing Training (also run in November)
Scams and Frauds Workshops for Members

October

Virtual Planning tour of the district
Dementia Workshop
Mental Health Programme for Members
Domestic Abuse – A workshop for Members

November

Climate emergency –an introduction
Carbon Literacy

December

Finance for Members

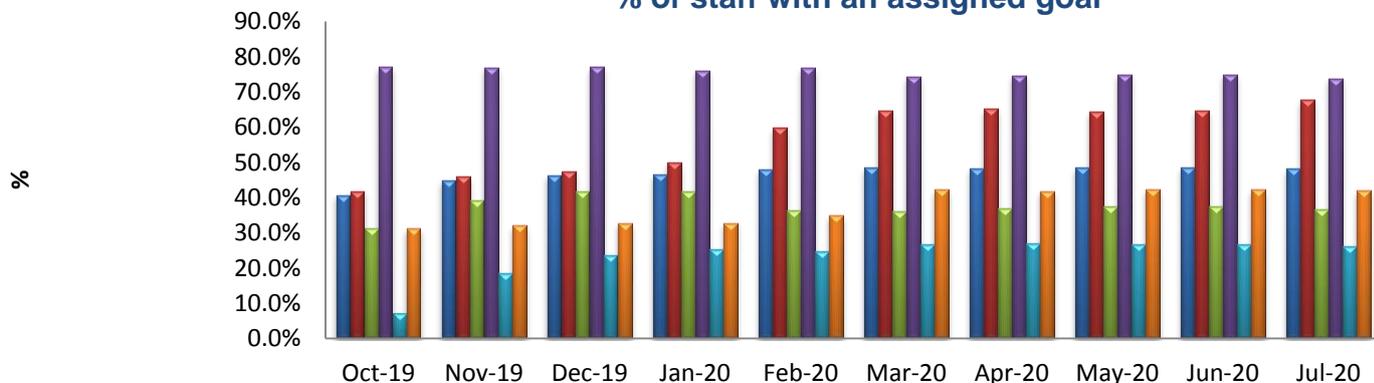
January

Advocacy Skills
Personal Safety and Members

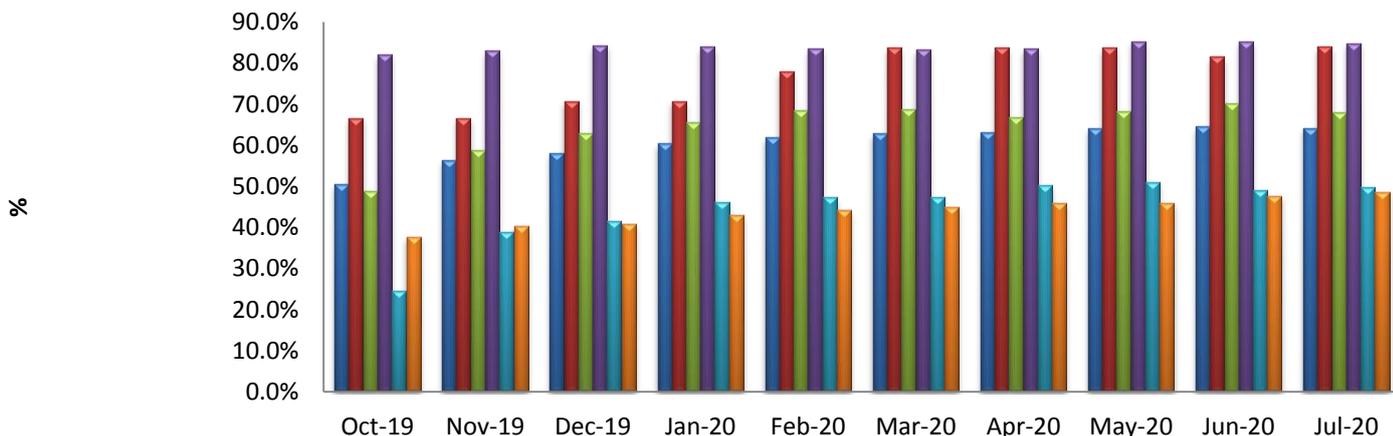
WEF 1st October 2019 to 31st July 2020

Organisational general data

% of staff with an assigned goal



	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20
Whole Organisation	40.7%	44.9%	46.3%	46.6%	48.1%	48.4%	48.3%	48.5%	48.6%	48.2%
Chief Executive (inc WYPF)	41.9%	45.9%	47.4%	50.0%	59.8%	64.7%	65.2%	64.4%	64.8%	67.7%
Childrens	31.2%	39.2%	41.6%	41.7%	36.3%	36.2%	36.8%	37.4%	37.4%	36.6%
Corporate Resources	77.1%	76.9%	77.1%	76.1%	76.9%	74.2%	74.7%	75.0%	75.0%	73.8%
Health & Wellbeing	7.2%	18.6%	23.7%	25.3%	24.7%	26.6%	27.0%	26.7%	26.8%	26.3%
Place	31.2%	32.0%	32.7%	32.7%	34.9%	42.2%	41.8%	42.4%	42.3%	42.0%



	Oct-19	Nov-19	Dec-19	Jan-20	Feb-20	Mar-20	Apr-20	May-20	Jun-20	Jul-20
Whole Organisation	50.5%	56.3%	58%	60.5%	62.0%	62.9%	63.1%	64.1%	64.6%	64.2%
Chief Executive (inc WYPF)	66.7%	66.7%	71%	70.8%	78.0%	83.7%	83.7%	83.7%	81.6%	84.0%
Childrens	48.9%	58.7%	63%	65.6%	68.6%	68.8%	66.8%	68.3%	70.2%	68.0%
Corporate Resources	82.1%	83.0%	84%	84.0%	83.6%	83.3%	83.6%	85.4%	85.4%	84.9%
Health & Wellbeing	24.7%	38.8%	42%	46.2%	47.4%	47.4%	50.3%	51.0%	49.0%	49.7%
Place	37.8%	40.3%	41%	42.9%	44.3%	45.1%	46.0%	46.0%	47.7%	48.5%