

Report of the Director of Human Resources to the meeting of Corporate Overview and Scrutiny to be held on 14 October 2021

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Subject:

Workforce Development

Summary statement:

This report sets out the progress made in further developing the Council's approach to developing our workforce.

Since our last report to Corporate Overview and Scrutiny Committee in October 2020, we have been developing the Council's People Strategy, Workforce Development Plan (WFD) for 2021 – 2024 and a number of other interrelated pieces of work, which include an updated Workforce Development Calendar, People Portal and allocation of the additional investment budget. This paper sets out progress made.

EQUALITY & DIVERSITY:

Our work on People Strategy and Workforce Development is designed to be inclusive and benefit all our staff. Whilst this is right and consistent with the principle of equalities at the heart of everything we do; it is also the case that our investment needs to demonstrate how it is enabling us to make sustainable progress in equality, diversity and inclusion and culture.

A number of priority programmes have been identified. Each of these will need a specific EIA which will be undertaken as we move into detailed programme planning and delivery.

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Portfolio:
Corporate

Report Contact:
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Development Manager

Overview & Scrutiny Area:
Corporate

1. SUMMARY

- 1.1 Since we presented our annual updated to Corporate Overview and Scrutiny Committee on our Workforce Development Strategy in October 2020, we have embarked on a substantial programme of transformation within the HR & OD Service to address the need to develop the next phase of our Workforce Development strategy.
- 1.2 Based on the recommendations from the HR & OD Service, CMT agreed that this work should be incorporated in the development of an overarching People Strategy (2021 – 2026) and a refreshed Workforce Development Plan (2021 – 2024). A holistic People Strategy, incorporating the Council's Equality Objectives will be owned by HR on behalf of the Council as a whole.
- 1.3 This approach has provided as a much needed opportunity to reflect on the progress made against our workforce development commitments, whilst ensuring that we are learning from other public service organisations and the HR & OD professional as a whole. Our internal evidence base for the work includes staff feedback from the engagement sessions held during 2020, the Council Plan, recently updated equality objectives, outputs from culture and inclusive employer surveys and reports, induction and LMS evaluation, the current workforce development strategy 2015 – 2021, plus a review of existing KPIs and performance data.
- 1.4 The external evidence base has included wider benchmarking data (including neighbouring authorities); LGA workforce data, our local Health and Social Care workforce strategy, 21 Century Public Servant and Councillor and latest OD developments.
- 1.5 This work has substantial interdependencies, all of which are being taken into account and which will increase our ability to deliver maximum benefit from this investment spend and deliver long term sustainability for a broad range of workforce interventions.

2. BACKGROUND

- 2.1 Prior to outlining the progress making since last October, we wish to respond to two key pieces of feedback from Corporate Overview and Scrutiny Committee in October 2020.
- 2.2 **Performance Management:**
 - 2.2.1 Efforts continue to improve our performance management metrics. Sustained communications accompany the performance management process timelines to encourage managers and employees to ensure they have meaningful performance objectives set out for the coming year.
 - 2.2.2 In addition, we have mandated that all managers have an equalities performance objective. Through our Workforce Development Team and Business Partners, proactive reminders about the importance of performance objectives is reinforced.

DEPARTMENT	PERCENTAGE OF SENIOR MANAGER (Special A and above) with Equality Goal
Whole Org	83%*
CEO & WYPF	100%
Children's Services	55%
Corporate Resources	93%
Health & Wellbeing	79%
Place	84%

(*Updated figure will be provided when the report is presented)

2.3 Focus on Apprenticeships:

2.3.1 There are currently 196 active/live apprenticeships on programmes being funded from Bradford Council's Apprenticeship Levy from the start of the Levy April 2017 (end dates have been extended due to Covid and the restrictions on apprenticeship training).

To date we have spent:

- **£1,723,911** on apprenticeship training:
- **£728,029** is committed for the 196 live apprentices.

FINANCIAL YEAR	ACTUAL SPEND
2017 - 2018	39,051
2018 - 2019	380,345
2019 - 2020	615,191
2020 - 2021	689,324
Apr 2021 - Aug 2021	337,907
TOTAL	1,723,911

2.3.2 The 157 Live Council apprentices are made up of 45 new starters and 112 existing staff. The most popular apprenticeship jobs roles/sector qualifications are in Business Admin (20%), Health and Social Care (10%), Children and Young People (25%), Supporting Teaching and Learning (25%), Trades (5%), IT (5%) and Management (5%) and other qualifications (5%).

This breaks down across the various departments as follows:

Number of Apprentices by Department

DEPARTMENT	EXISTING STAFF	NEW STARTERS	TOTAL
Chief Executive	9	3	12
Children's Services	18	3	21
Corporate Resources	25	13	38
Health and Wellbeing	28	10	38
Place	32	16	48
TOTAL	112	45	157

2.3.1 Focus on Kickstart:

2.3.2 221 Kickstart placements have started across the Authority. The largest take up is in Business Admin support and continues to be a popular choice for young people.

Kickstart is a scheme for 16-24 year olds and fits into wider inclusion outcomes and ties in with making the Authority more representative of the workforce. The average age of the workforce currently stands at around 46.5 years.

2.3.3 The Leaving Care Employability Programme is a 12 month extended Kickstart programme for 15 care leavers. Working closely with the LEAP (Learning, Employment, Advice and Preparation) Team, care leavers are identified and encouraged to take up this opportunity. Placements are sourced based on their chosen area of interest and care leavers are given priority.

Summary to date:

- 8 care leavers started in placements
- 1 has now gone onto a full time apprenticeship
- 1 has left the programme due to personal circumstances but continues to be engaged with LEAP

3. WORKFORCE LEARNING AND DEVELOPMENT DATA AND PROGRESS

3.1 Commitments made in phase 3-4 of the WFD plan 2018-2021 included staff taking control of their own learning, with a particular focus on numbers undertaking apprenticeships and Bradford Authority joining the LGA National Graduate Development Programme (NGDP).

3.1.1 In the period September 2020 – September 2021, 81% of staff have accessed one or more courses via Evolve. This equates to 27,375 courses being completed by 6,980 individual staff (see Appendix A for breakdown of courses accessed.)

- 3.1.2 Evolve can also be accessed externally via paid licences (schools, NHS, Police services etc.). 1185 individuals completing 3080 courses in the same reporting period.
- 3.1.3 Three graduates were recruited as part of the NGDP in November 2020 and January 2021. Placements are offered across the service with each graduate completing three placements in the two-year time period they are with the Authority.

The talent and succession planning from phase 4 of the WFD 2019-2021 has moved into the refreshed WFD plan 2021-2024 and is closely linked with the Job Evaluation and Grading Scheme.

3.2 The **refreshed Workforce Development plan 2021 – 2024** takes into account a number of key drivers for change:

- 3.2.1 We need to support all employees but make choices about where we invest our money to deliver maximum impact in some key priorities, e.g., equalities and the progression of underrepresented communities in our workforce.
- 3.2.2 We need to deliver outcomes in the current financial year but ensure we are putting in an infrastructure that will support medium to longer term delivery of our People Strategy and related work streams.
- 3.2.3 We need to fund additional resources within the Workforce Development team but ensure we do not do that at the expense of investment in key workforce development programmes.
- 3.2.4 We need to balance the need to invest in the capacity and capability of our current team but leverage wisely external expertise to deliver interventions.

3.3 In responding to these needs an additional investment was agreed in the 2021/22 budget, a key component of the development of a new People Strategy 2021 – 2026 and a refreshed Workforce Development plan 2021 – 2024. (A summary of our workforce development calendar is included in Appendix B). A summary of our refreshed 3-year workforce development plan is found below.

3.4 We have been working with CMT, DMT's and Trade Union colleagues to assess the priorities we need to take into account in the Workforce Development plan particularly for FY 2021/2022. We have identified the following ten key priority development areas that we are investing in. These are fully costed, and in various stages of design and delivery:

- 3.4.1 **A commitment to all staff having a minimum of 5 days training each year.**
- 3.4.2 **An improved coaching offer**, which will:
 - Deliver internal capability and leverage external providers.
 - Be sustainable over the long term
 - Provide an option to build internal capacity and capability within the Workforce Learning and Development team and the broader council

- Deliver the flexibility to provide support for employees who are being capability managed and need help to improve
- Deliver an equitable offering across the Council
- Support coaching needs at different levels in the organisation
- Enable us to deliver focused coaching but also allow us to deliver a coaching culture.
- Our employed coach will provide coaching services up to Head of Service level. 1 coach can deliver 690 sessions annually; these will be offered as 100 packages of 6 sessions.
- Floating sessions will be used as taster sessions recommended by Occupational Health or on request for employees in capability development.
- Employees undergoing packaged coaching will have access to MyCoaching Culture software for the duration of the sessions. This software provides a range of online development sessions on topics such as Resilience, Growth Mindset, Change Readiness, Creativity, Mindfulness.
- Coaching conversations training - 6 Coaching Conversation training days. Days will run every other month and a maximum of 10 participants will attend every session. All participants will be expected to embed training in their day to day roles and will also be expected to transfer key learning to members of their teams.
- Executive coaching - to support CMT/SLT coaching

3.4.3 **A mentoring offer**, which will:

- Be sustainable over the long term
- Provide an option to build internal capacity and capability within the Workforce Learning and Development team and the broader council
- Deliver an equitable offering across the Council
- Support mentoring needs at different levels in the organisation
- Employees undergoing mentoring will have access to MyKindaFutures mentoring platform. This platform provides a range of mentors to connect with as well as mentoring resources.
- Align with career development and succession planning processes

3.4.4 **A refreshed training programme focused on inclusion**, a blended programme focused on building a common understanding of the issues and considerations necessary for building inclusive cultures and building management capacity to lead diverse teams, which will:

- Offer up to date inclusion training for **all** staff which is accessible and online
- Provide us with a mechanism to track online training completion (similar to our current capability in Evolve)
- Enable us to target and increase the capability of existing managers to effectively manage diverse teams across the Council.

3.4.5 **Development of an ally programme** to support underrepresented communities, which will:

- Offer a meaningful, proactive Ally programme which is consistently visible across the Council

- Identify employees who are key influencers and who are happy to act as champions for the Ally programme
- Supported by Staff Network CMT sponsors, Staff Network Chairs and SLT members.

3.4.6 **A Making Connections for Managers development programme, a 12-month development programme for CBMDC Managers at Special A and above, which will:**

- Replace the current Future Leaders programme
- Provide managers with access to external experts and Bradford District system leaders on a range of workforce topics aligned with our People Strategy, Workforce Development priorities
- Be scalable and allow us to deliver the programme to 821 Managers
- Create opportunities for managers to network with colleagues across the Council online and face to face
- Be proactively supported and attended by CMT and SLT members.

3.4.7 **An Executive and Senior leadership development programme, a blended offering of 4 modules delivered internally, together with a selection of external development programmes:**

- Build on the Making Connections Managers Series
- Provide a platform for SLT and CMT members to access additional Leadership Development programmes
- Enable us to better leverage our Apprentice Levy commitment in the area of leadership development
- Align with leadership succession planning and career development activity as these processes start to be implemented across the Council

3.4.8 **Funding to support Member Development:**

- Offer professional development for our Elected Member Community on topics of mutual interest to Officers and Staff.
- Specifically, we need to align our Elected Member and Leadership Community on our Equalities Objectives.

3.4.9 **Development of a one day Managers Conference:**

- Provide a face to face opportunity for managers to come together to network and hear from Council leadership on our plans for the future
- Give managers an opportunity to hear from expert speakers on a range of key workforce topics with a view to applying that learning within their teams
- Provide an opportunity for the Workforce Development team to showcase the full range of offerings available to staff (via a Marketplace) thereby increasing awareness within our manager community.

3.4.10 **An employee survey supported by software analytics that will deliver meaningful insights and intelligence, which will:**

- Survey the views of our current workforce (irrespective of their employment status, e.g., permanent vs temporary) on a range of key indicators

- Ensure that the indicators that we are using align with our emergent People Strategy, which will help us provide a measure of progress over a period of time (e.g., Year 1, Years 2-5 etc.)
- Convert data to insight and intelligence to enable us to draw informed conclusions that can be fed back to senior leaders, HR Business Partners etc. and incorporated in Departmental Strategic Workforce plans
- Secure a survey platform that allows us to interpret responses using machine learning/AI algorithms.

3.4.11 A **refresh of our current learning catalogue** and materials

- Review and update our current learning catalogue to ensure that it is up to date, compliant with policy and legislation
- Accommodates the cost of associated licences and memberships, ensuring optimum value for money

4. OTHER CONSIDERATIONS

4.1 There are **related programmes of work**. These priority areas aren't the only substantial pieces of work that are being delivered by the Workforce Development Team. In addition to the above we are leading work across the Council on:

Delivery of the National Graduate Development Programme. Our current cohort of 3 graduates doubled in September 2021 to 6. A formal funding mechanism to support graduate placements will need to be agreed and that work is progressing through normal decision making channels.

Delivery of Kickstart. The Workforce Development team has taken over delivery of this ambitious programme which is substantially increasing the number of Kickstart placements to 920 across the Council, from an initial commitment of 90 placements.

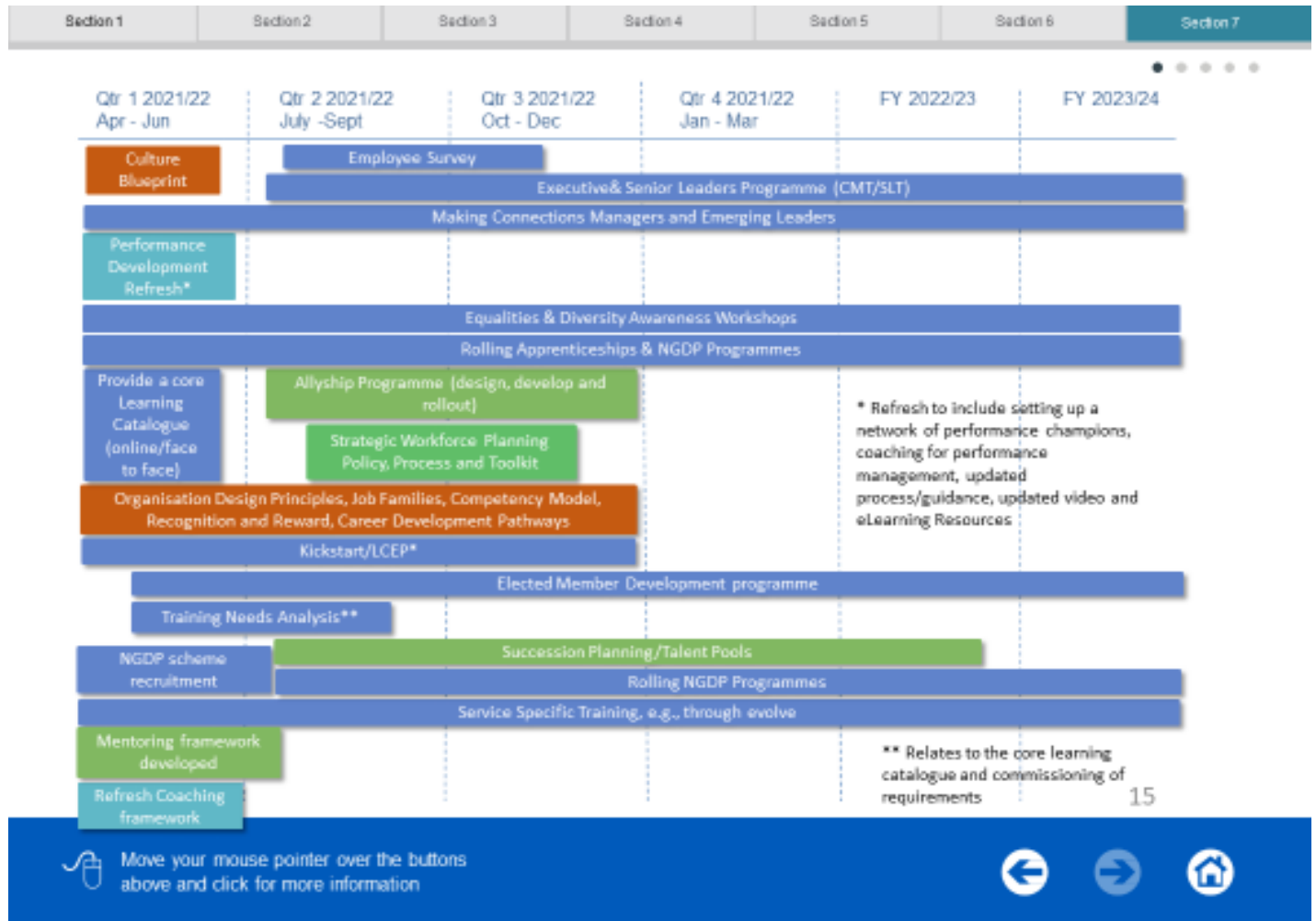
Leaving Care Employment Programme. Specifically designed for care leavers as a work and apprenticeship ready programme has been designed and moved into delivery phase. 15 places dedicated to care leavers are progressing during 2021.

4.2 **Equalities Objectives** - In all the work we are doing, equalities, diversity and inclusion is incorporated as a core principle and is at the heart of everything we do. However, there are also specific equalities related objectives and activities which are detailed in the Council Equalities Objectives. Human Resources are engaged specially across the Workforce and Leadership elements of the Council Equalities Objectives, and reflected in the Equalities reports:

4.2.1 Specifically, support is being provided to ensure that Staff Networks are encouraged, empowered and supported to be self-directed. Regular meetings with Staff Network Chairs are held to identify barriers that need to be addressed, opportunities to work across the staff networks to amplify shared goals and identify training and support that may be needed.

4.2.2 The Workforce Development team also participates in the Equalities Governance framework that is owned by the Office of the Chief Executive. The team contributes to regular monthly Equalities Dashboard reporting to CMT and the Leader, and Executive Member Equalities Lead.

4.3 **Prioritisation** - As we have set out earlier, the series of programmes we have embarked on are interrelated. This interrelationship has an impact on delivery timescales. For example, our mentoring and allyship programmes are interdependent on our completing work on JEGS and implementing new Strategic Workforce Planning and Succession Planning processes. We therefore need to phase in some of our planned work. The following plan represents all the key work within the HR and OD team.



4.5 **Communications** - There is a significant amount of work underway in the HR & OD Service and communicating that effectively will be an important measure of success. We will be developing a communications rollout plan for all the work we are doing and will ensure that our Communications colleagues provide advice and guidance and the most appropriate channels and delivery methods to ensure that our people are aware of the broad range of Learning and Development options available.

5. FINANCIAL & RESOURCE APPRAISAL

5.1 Developing our People Strategy and an updated workforce development plan takes time and resource. Notwithstanding the Council wide focus on Covid 19 it is critical that we undertake this activity in order that the Council is best equipped to deal with what will be substantial post Covid 19 challenges for the district and our local economy.

5.2 We have been engaging with Trades Unions, leaders (CMT and DMT's), managers (Heads of Service and below) and employees and external partners to set out our objectives and seek feedback. Inevitably our communications strategy and approach will continue to be Covid-19 compliant.

6. RISK MANAGEMENT AND GOVERNANCE ISSUES

6.1 There are no significant risks arising out of the implementation of the proposed recommendations.

7. LEGAL APPRAISAL

7.1 There are no legal issues arising from this report.

8. OTHER IMPLICATIONS

8.1 SUSTAINABILITY IMPLICATIONS

None

8.2 GREENHOUSE GAS EMISSIONS IMPACTS

None

8.3 COMMUNITY SAFETY IMPLICATIONS

None

8.4 HUMAN RIGHTS ACT

None

8.5 TRADE UNION

The Director of Human Resources has discussed the Workforce Development Plan and related work with Regional and Branch Trade Union representatives. Human Resources colleagues will continue to engage with Trade Unions on workforce development.

8.6 WARD IMPLICATIONS

There are no Ward or area implications.

8.7 IMPLICATIONS FOR CORPORATE PARENTING

Workforce development plans and activities have elements designed specifically to develop and support children and young people to input into design and delivery, and also through our workforce development offer with leaving care employability programme, apprenticeship and Kickstart offer (section 2.3 and 2.4 of this report).

8.8 ISSUES ARISING FROM PRIVACY IMPACT ASSESSMENT

The confidentiality of personal data is paramount in all of the work we do relating to our workforce. We do not anticipate that any additional actions arise from the work outlined in this report.

9. NOT FOR PUBLICATION DOCUMENTS

None

10. RECOMMENDATIONS

10.1 It is recommended that Corporate Overview and Scrutiny Members note the contents of this report and provide any feedback that they wish to do so to enable the HR & OD team to incorporate this in our ongoing work.

11. BACKGROUND DOCUMENTS

11.1 The following Appendices accompany this report:

- Appendix A: L&D courses accessed
- Appendix B: Workforce Development Calendar
- Appendix C: Workforce Development Strategy 2015 – 2021
- The Corporate Overview and Scrutiny Workforce Development Report of October 2020
<https://bradfordintranet.moderngov.co.uk/ieListDocuments.aspx?CId=139&MId=7254&Ver=4>