

Report of the Director of Human Resources to the meeting of Corporate Overview and Scrutiny to be held on 15 September 2022

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Subject:

Workforce Development

Summary statement:

This report sets out the progress made in the last 12 months further developing the Council's approach to workforce development since our last report to Corporate Overview and Scrutiny Committee of 14 October 2021.

EQUALITY & DIVERSITY:

Our 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 as part of the refreshed Workforce Development Plan 2021 – 2024.

Anne Lloyd
Director of Human Resources

Portfolio:
Corporate

Report Contact: Catherine Warrener
E-mail: catherine.warrener@bradford.gov.uk

Overview & Scrutiny Area:
Corporate

1. SUMMARY

- 1.1 At the meeting of 1 December 2020 Executive approved a refreshed Workforce Development Strategic Plan for 2021 – 2024 for the Council. The workforce development plan was developed taking account of our internal evidence base. The evidence base included staff feedback from engagement sessions held during 2020, the Council Plan, updated equality objectives, outputs from culture and inclusive employer surveys and reports, induction and learning management system evaluation, the workforce development strategy 2015 – 2021, plus a review of existing KPIs and performance data.
- 1.2 This report presents the Council's new workforce development strategic plan to Corporate Overview and Scrutiny Committee and details progress since the last report received by the committee at the meeting of 14 October 2021.

2. BACKGROUND

- 2.1 The approach to workforce development considers and addresses the 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 people in our workforce. Also, the need to balance the need to invest in the capacity and capability of our current team but leverage wisely external expertise to deliver interventions.
- 2.2 The workforce development strategic plan 2021 – 2024 identifies and groups development activities over three phases, with each phase outlining the key activities. Appendix C provides the high level plan and activities, work is ongoing to develop the detailed delivery plans and outcome measures across its lifecycle. Ten key priority workforce development areas were identified to invest in and deliver over this period:
 - 1) A commitment to all staff having a minimum of 5 learning and development per year
 - 2) An improved coaching offer
 - 3) A mentoring offer
 - 4) A refreshed training programme focused on inclusion, building inclusive cultures and building management capacity to lead diverse teams
 - 5) Development of an ally programme to support underrepresented communities
 - 6) A Making Connections for managers' development programme
 - 7) An executive and senior leadership development programme
 - 8) Funding to support Member Development
 - 9) Development of a one day Managers Conference
 - 10) An employee survey
- 2.3 Our workforce development activity is underpinned by an ongoing review and refresh of our current leaning catalogue and materials. Individual service areas make full use of the learning management system to support service specific learning and development offers.

- 2.4 The last 12 months have delivered a significant number of improvements in Council wide engagement and access to learning and development. 94% of staff have accessed learning and development, an increase of 13% compared to the previous 12 months. 34,627 learning and development courses have been completed in the last 12 months, an increase of 7,252 completed learning and development courses compared to the previous 12 months.
- 2.5 Since September 2021 equality and diversity learning and development courses available have increased from 8 to 17 learning opportunities. Compliance levels across mandatory and statutory training, and performance management have improved, although these continue to be areas of focus. Appendix A provides Council workforce learning, development and evaluation data.

2.6 Progress against the ten key priority workforce development areas

- 2.6.1 **A commitment to all staff having a minimum of 5 learning and development per year.** This commitment was made and promoted through the Council Equality Objectives 2021 – 2025. The aim to support every employee to reach their full potential through our approach to learning and development. 94% of staff have accessed learning and development through our learning management system over the last 12 months. This, and broader employee benefits and rewards offer is being refreshed and publicised further as part of our employee value proposition, brand work and for use in recruitment, induction and retention.
- 2.6.2 **An improved coaching offer.** ‘My Coaching Culture’ has been launched and is available to all staff through our Evolve Learning Management System. The coaching culture packages provides a range of online development sessions on topics such as Resilience, Growth Mindset, Change Readiness, Creativity, Mindfulness. Staff can also undertake formal coaching training through our apprenticeship ILM Level 5 coaching qualification route.
- 2.6.3 **A mentoring offer.** Currently mentoring is provided through system wide collaboration development opportunities and across the Council on an ad-hoc basis. A more structured mentoring offer will be developed during 2023, aligned with West Yorkshire system wide development of a place based reciprocal mentoring offer planned over the next 1-3 years.
- 2.6.4 **A refreshed training programme focused on inclusion, building inclusive cultures and building management capacity to lead diverse teams.** Cultural Intelligence training is about building inclusive cultures and explores how we increase management capacity to lead diverse teams and to better understand the communities we serve. It fits with our equalities objective to develop a leadership culture where equality is at the heart of everything we do, and it complements our RESPECT programme which has been developed internally by staff.
- 2.6.4.1 Cultural Intelligence learning has been rolled out during 2022 via Evolve to all those with line management responsibility across the Council. Cultural Intelligence virtual workshops commence from September 2022, consisting of 2 x 2 hour workshops to embed the eLearning and create conversation around inclusion. The target audience for the first cohort is line managers. Cultural Intelligence bite sized programmes of learning,

consisting of a 1 hour virtual session with individual experts in their field began in June 2022 and will continue throughout the year.

- 2.6.5 **Development of an ally programme** to support underrepresented communities. The RESPECT Allyship programme launched in May 2022, led and supported by Staff Networks/Network Chairs with CMT sponsors, and SLT members championing this staff led initiative. A SharePoint site has been designed to share good practice, standards, support information and guidance. Online learning including 'lived stories' available to all staff via Evolve. Real stories, workshops and virtual training sessions focus on individual topics relating to staff networks.
- 2.6.6 **A Making Connections for Managers development programme.** Scoping work on this talent development programme that will replace Future Leaders progressed. Detailed design and delivery will commence when the vacant Workforce Learning and Development Manager role is filled from the end of August 2022. To support talent development ten places have been advertised for the Common Purpose Senior Leaders programme starting in September 2022. This programme is designed to enhance an individual's professional development, help them network across our region and get ready to take the next step in their career. The aim is to develop leaders who can cross boundaries and solve complex problems.
- 2.6.7 **Funding to support Member Development.** A professional development offer for Elected Members has been developed. Further work is planned during 2022/23 to refine and expand on the offer and include topics of mutual interest to Elected Members and officers. Work is ongoing with our RESPECT Campaign team to devise training sessions for our Elected Member and Leadership Community which aligns with the Council Equality Objectives. Elected Members have the opportunity to join all Cultural Intelligence bite sized learning programmes.
- 2.6.8 **Development of a one day Managers Conference:** A 4th tier managers network has been set up to bring managers together from across the Council to share lived experience, connect and develop together and feed into further learning and development and cultural delivery plans. It is envisaged that the one day Manager's Conference will commence in 2023 to 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; and, 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.
- 2.6.9 **An employee survey** supported by software analytics that will deliver meaningful insights and intelligence. The Council is working with a delivery partner who are expert in improving employee engagement, organisational fitness and equality diversity and inclusion. An employee survey has been designed, developed and tested over the summer of 2022 involving individuals from across the Council in advance of a Council-wide launch. The questions are research driven and extensive designed to deliver better data insight and intelligence of employee experience so that evidence based actions can be progressed accordingly.

2.7 Progress of performance management

2.7.1 Efforts continue to improve our performance management metrics. This year has seen a significant increase in the number of people recorded within our Learning Management System, Evolve, as having had an annual Performance Appraisal from 27% in 2020/21 to 51% in 2021/22. It is recognised that this figure remains below our ambition and an ongoing area of focus for the Council. Appendix B provides a departmental breakdown of workforce performance appraisal data. To increase results in this area we have:

- Run a pilot scheme to further automate the review process with two services
- Developed and increased system reminder notifications
- Provided dedicated learning and development support to identified services
- Further developed online learning and tools/resource materials
- Continuous multi-channel corporate communications
- Simplified reporting processes for those with large numbers of team members with no online access

2.7.2 Next steps:

- Implement pilot scheme to automate process, organisation wide
- Identify and provide support to specific services as required
- Review HR policies and process and embed the performance process into relevant policies
- Embed the performance process into relevant learning and develop activities
- Align with our broader work on job families and career pathways
- Develop further links with supervision, 121's and continuous performance conversations.

3 PROGRESS ON TALENT ATTRACTION AND DEVELOPMENT THROUGH APPRENTICESHIPS / KICKSTART / LEAVING CARE EMPLOYABILITY AND GRADUATE PROGRAMME

3.1 Focus on our Apprenticeship Programmes:

3.1.1 There are currently 293 active/live apprenticeships on programmes funded from Bradford Council's Apprenticeship Levy and a total of 961 apprentices that started apprenticeships from the start of the Levy in April 2017.

To date the Council has spent:

£ 3,356,430	on apprenticeship training:
£ 1,765,795	committed spend for the 293 live apprentices.
£ 405,000	pledged Levy transfer has been allocated (25% allowed levy transfer)

FINANCIAL YEAR	ACTUAL SPEND
2017 - 2018	39,051
2018 - 2019	380,345
2019 - 2020	616,311
2020 - 2021	788,900
2021 - 2022	1,105,339
April 2022 - Aug 2022	426,484
TOTAL	3,356,430

The Council is utilising the transfer of levy allocation allowed to up-skill the Bradford District and is currently funding apprenticeships in the NHS, West Yorkshire Combined Authority, Yorkshire Ambulance and Keighley College (supporting SME's across the Bradford District).

- 3.1.2 The 293 Live Council apprentices are made up of 57 apprentices in maintained schools, 61 new starters in the Council and 175 existing Council staff. The most popular apprenticeship jobs roles/sector qualifications for the 57 apprentices in schools are Early Years (47%), Teaching Assistant/Teacher (33%) Business Admin, Management and IT (20%),

Council apprenticeships are in: Adult Care (25%), Management (18%), Building, Construction, Civil Engineering, Trades (14%) Children and Young People (8%), Production/Hospitality (7%), Business Admin (6%) Social Work (3%), and (22%) on other specialised apprenticeship training.

The break down across the various departments is as follows:

DEPARTMENT	EXISTING STAFF	NEW STARTERS	TOTAL
Chief Executive	18	6	24
Children's Services	29	3	32
Corporate Resources	34	17	51
Health and Wellbeing	61	11	72
Place	33	21	54
WYPF	0	3	3
Schools	8	49	57
TOTAL	183	110	293

3.2 Focus on our Kickstart Programme:

- 3.2.1 Kickstart is a Government funded programme to provide a new job for 6 months for 16-24 year olds on Universal Credit who were at risk of long term unemployment. The Government scheme is now closed, the last kickstart placements complete by the end of September 2022. This initiative fits into wider inclusion outcomes and ties in with making the Council workforce more representative of the District (for example, the average age of the workforce currently stands at 46.5 years).

439 Kickstart placements started across the Council. The largest cohorts were in Business Administration and General Kitchen Assistant positions, which were a popular choice for local young people.

Total candidates interviewed	535
Total starts within the Council	439
Early Leavers	126
Completed 6 month placement	221
Still in placement	92

This breaks down across the various departments for those that completed the 6 month placement as follows:

Chief Executive	18
Children's Services	49
Corporate Resources	38
Health and Wellbeing	43
Place	73
TOTAL	221

- 3.2.2 The Council is due to receive an update in March 2023 from the Department for Work and Pensions with the number of Council Kickstart placements that have led to successful employment. We know that 85 of our Council Kickstart placements have moved on to permanent employment from our scheme.

3.3 Focus on our Leaving Care Employability Programme:

- 3.3.1 The Leaving Care Employability Programme is a 12 month Council initiative which we linked into the Kickstart programme and supplemented 6 months to extend the programme to 12 months for up to 15 of our care leavers.
- 3.3.2 Working closely with the Skillshouse, LEAP (Learning, Employment, Advice and Preparation) Team, care leavers are identified and encouraged to take up this opportunity to help them progress into apprenticeship programmes and permanent jobs. Placements were sourced based on the care leavers chosen areas of interest.

Summary to date:

- 10 care leavers started in placements
- 1 has secured a full time apprenticeship starting in September 2022

- 1 has left the programme due to personal circumstances but continues to be engaged with LEAP
- 2 have left due to performance management

Chief Executive	1
Children's Services	2
Corporate Resources	2
Health and Wellbeing	
Place	2
TOTAL	7

3.4 Focus on our Graduate Programme:

- 3.4.1 The Council commenced a graduate scheme in November 2020. Three graduates were recruited as part of the National Graduate Development Programme (NGDP) in November 2020 and January 2021. A further 3 NGDP graduates were recruited in September 2022 and a further 2 graduates will be starting in October 2022. Placements are offered across Departments with each graduate completing four placements in the two-year period they are with the Council.
- 3.4.2 We have provided feedback on the scheme to the LGA as part of the ongoing commitment to review and improve the NGDP design and offer following our experience of the scheme and made some improvements. In 2022 the Council progressed local recruitment and sourced 2 graduates via this route rather than the national scheme selection route.

4. OTHER CONSIDERATIONS

Evolve, the Councils Learning Management System can also be accessed and is set up to be used securely by external partners e.g. schools, NHS, Police services etc. 6,348 users have an active account and completed 2,829 courses in the same reporting period.

5. FINANCIAL & RESOURCE APPRAISAL

No current implications from this report as to date the delivery of these programmes has been covered by existing budget and/or funding streams. Ongoing, if the Care Employability Programme is to continue, no longer linked to Kickstart, this will require specific funding to be identified for 2023/24 onwards. This would need to be identified as part of budget processes and subject to consultation processes. It should be noted there is a forecast budget gap for 2023/24 which will limit the level of new investments able to be made.

6. RISK MANAGEMENT AND GOVERNANCE ISSUES

To Follow. If there are no significant risks arising out of the implementation of the proposed recommendations it should be stated but only on advice of the Assistant Director Finance and Procurement and the City Solicitor.

7. LEGAL APPRAISAL

The Workforce Development Strategic Plan assists the Council in complying with its equality duties under the Equality Act 2010.

8. OTHER IMPLICATIONS

8.1 SUSTAINABILITY IMPLICATIONS

None arising from the content of this report.

8.2 GREENHOUSE GAS EMISSIONS IMPACTS

None arising from the content of this report.

8.3 COMMUNITY SAFETY IMPLICATIONS

None arising from the content of this report.

8.4 HUMAN RIGHTS ACT

The Workforce Development Strategic Plan assists the Council in complying with its duties under the Equality Act 2010 and Human Rights Act.

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 CHILDREN AND YOUNG PEOPLE

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, apprenticeships, Kickstart and Graduate offer (section 3 of this report).

8.8 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT

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

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 Human Resources team to incorporate this in our ongoing work.

Recommended -

That the committee receives a further report updating on Council Workforce Development in 12 months.

11. APPENDICES

The following Appendices accompany this report:

- Appendix A: Workforce Learning and Development Statistics
- Appendix B: Workforce Performance Appraisal Data
- Appendix C: Workforce Development Strategic Plan

12. BACKGROUND DOCUMENTS

The Corporate Overview and Scrutiny Workforce Development Report of October 2021 [Bradford Council - Agenda for Corporate Overview and Scrutiny Committee on Thursday, 14th October, 2021, 5.00 pm \(moderngov.co.uk\)](#)