

# Report of the Director of Human Resources to the meeting of Corporate Overview and Scrutiny Committee to be held on 5<sup>th</sup> October 2023

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## **Subject:**

WORKFORCE DEVELOPMENT UPDATE

## **Summary statement:**

This report sets out the progress made in the period 1 July 2022 to 30 June 2023 further developing the Council's approach to workforce development since our last report to Corporate Overview and Scrutiny Committee on 15 September 2022.

## **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.

Several priority programmes have been identified as part of the refreshed Workforce Development Plan 2021 – 2024.

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Anne Lloyd  
Director of Human Resources

### **Portfolio:**

Corporate

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### **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 details progress since the last update report received by Corporate Overview and Scrutiny Committee on 15 September 2022 against the Council's Workforce Development Strategic Plan for 2021-2024.
- 1.3 At Corporate Overview and Scrutiny on 25 October 2022, Workforce Learning and Development were asked if they could provide a report relating to professional career development spend on Council Departments with a breakdown of grade. Information and evidence collated on this can be found in **Appendix F**.

## 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 B** provides the high-level plan and activities, work is ongoing to develop the detailed delivery plans and outcome measures across it's lifecycle. Ten key priority workforce development areas were identified to invest in and deliver over this period:

### Ten Key Priority Workforce Development Areas:

1) A commitment to all staff having a minimum of 5 learning and development days per year.	6) A Making Connections for managers' development programme
2) An improved coaching offer	7) An Executive and Senior Leadership development programme
3) A mentoring offer	8) Funding to support Member Development
4) A refreshed training programme focused on inclusion, building inclusive cultures and building management capacity to lead diverse teams.	9) Development of a one-day Managers Conference
5) Development of an ally programme to support underrepresented communities.	10) An employee survey supported by software analytics that will deliver meaningful insights and intelligence.

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 **12 Month Progress Update Against the Ten Key Priority Workforce Development Areas**

Table below provides summary of outputs made since 2021/22 whilst **Appendix C** provides the full progress report against each of the 10 Key Priority Workforce Development Areas. **Appendix A** further provides 2023 Workforce Learning and Development data relating to Corporate completion rates for courses, including mandatory learning and Equality Diversity and Inclusion category of learning.

WFD Priority	Engagement 2022-23	Outputs since 2021-22
<b>An Improved Coaching Offer</b>		
Coaching eLearning	2400 registrations 1,004 course completions	18% increase in completed courses
The Coaching Professional Apprenticeship ILM Leadership & Management Level 5 Award	10 employees  12 employees	Coaching offer expanded
<b>A Mentoring Offer</b>		
NDGP Graduate Programme  ILM Leadership & Management	4 mentors  12 employees	Graduates are mentored by Strategic Director/Director/Senior Leader Mentoring offer Expanded
<b>A refreshed training programme focused on inclusion, building inclusive cultures and building management capacity to lead diverse team</b>		
E-Learning for managers	571 completions 403 by managers 168 by staff	Increase completion rate for managers, from 31% in 2021/22 to 44% 2023.
Virtual Workshops	393 completions managers	100% of workshops are booked.
Bitesize Virtual Learning	91 course completions	Successful roll out Jun-Dec 2022 100% completion
Senior Leader Programme (Focus Underrepresented Groups)  (Focus: Head of Service and above)	16 senior leaders 10 graduations	Increase participation rate by Senior Leaders.
Emerging Leader Programme (Focus Underrepresented Groups)	9 emerging leaders	Completed by 9 Emerging Leaders
Equality, Diversity, and Inclusion Course Completions	7555 employees  6255 non-mandatory courses	Increase number of EDI courses from 8 in 2021 to 41 in 2023

WFD Priority	Engagement 2022-23	Outputs since 2021-22
Unconscious Bias eLearning	completed.  1300 ED&I mandatory courses completed.	Over 80% of staff have accessed one or more EDI learning activity, compared to 76% in 2021/22.  In 2022 64% of learners rated their knowledge before taking the learning at 'know a lot' or 'confident in this subject'. This has increased to 79% in 2023.  In 2022 25% of learners rated their knowledge before taking the Unconscious Bias eLearning at 'know a lot' or 'confident in this subject'. This has increased to 81% in 2023.
<b>A refreshed training programme focused on inclusion, building inclusive cultures, and building management capacity to lead diverse team</b>		
Respect Awareness eLearning	1970 course completions	In 2022 62% of learners rated their knowledge before taking the learning at 'know a lot' or 'confident in this subject'. This has increased to 85% in 2023.  91% of respondents now say they 'know a lot more' or are 'confident in this subject' after completing the learning, compared to 85% in 2022.  Increase course completions
Senior Leader Programme (Focus : Underrepresented Groups)  <i>(Focus: Head of Service – senior managers and above)</i>	16 Senior Leaders	10 graduations to date 100% take up of places on the programme
Senior Leader Apprenticeship (University of Birmingham)  <i>(Focus: Head of Service – senior managers up to Strategic Director level)</i>	10 Senior Leaders	10 Senior Leaders completed level 7 apprenticeship and Public Sector Diploma  Completed by 3 Senior Leaders from underrepresented groups
<b>Development of an ally programme to support underrepresented communities.</b>		
Respect Allyship Programme	716 allies  18 allies (elected members)	Programme launch to all staff in May 2022  Increase of 592 allies since launch date (9.38% of the workforce)  Programme launched to Elected Members June 2023
<b>A Making Connections for managers' development programme</b>		
Senior Management Network <i>(Focus: managers at Head of Service level)</i>	120 Senior Managers	Senior Managers Network launched Oct 2022.  9 network meetings taken place

WFD Priority	Engagement 2022-23	Outputs since 2021-22
<b>An Executive and Senior Leadership development programme</b>		
Strengthening Leadership Culture into The Future and Understanding & Developing Leadership  <i>(Focus: Corporate Management Team)</i>	25 Senior Leaders 1 CEX	Executive & Senior Leadership programme launch 2022-23  Programme completed by 25 Senior Leaders and CEX
<b>Funding to support Member Development</b>		
Elected Member Development L&D Offer  <b>See <i>Appendix E</i> - Elected Member Development Survey2022 – responses</b>	372 course completions  18 allies	Increase of L&D programmes from 8 to 20  RESPECT Allyship programme launched June 2023, 2023. 16% of elected members are allies
<b>Development Of a One-Day Managers Conference</b>		
One Day Conference	120 Managers Need to scope and deliver conferences into 2024.	Senior Managers (4 <sup>th</sup> Tier) Network Launched Oct 22
<b>An Employee Survey Supported by Software Analytics That Will Deliver Meaningful Insights and Intelligence</b>		
Survey		An employee survey has been designed, developed, and tested Oct-22 to May 2023  Launch of Survey Autumn 2023

- **A commitment to all staff having a minimum of 5 learning and development days per year.**

This commitment has been made to staff and communicated as part of our employee benefits and learning and development offer and commitment. The systems and technology in place do not provide the means to record and report on this commitment as a metric. The solution is to identify the right systems and technology that can record and report on the commitment. There needs to be clear guidance on what is defined as learning and development, for example, coaching, attending webinars, continuous professional development (CPD); to ensure there is a consistent approach across the council when recording L&D activity.

- **Progress of Performance Appraisal**

We continue to see an increase in our performance appraisal metrics with the number of staff having had an annual Performance Appraisal at 64%, the highest achieved level to date. This is the fifth consecutive annual increase since Evolve performance began in 2021.

## 2.5 Next steps:

It is expected that the 2024 cycle will see further significant uplifts. There is a sustained focus, communications, guidance and training for staff and managers around performance appraisal.

- Continue to trial the automated process, organisation wide.
- Identify and provide support for bulk uploads.
- Identify and provide support to specific services as required.
- Schedule 90-minute Appraisal Q&A drop-in sessions for all staff with the Evolve Team
- 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.

## 2.6 Progression on Talent Attraction and Development through Apprenticeships / Kickstart / Leaving Care Employability and Graduate Programme

A full progress update on talent attraction and development is offered in **(Appendix D)**.

Talent Attraction	Progress Since 2021-22
<b>Apprenticeship</b> Programme	<ul style="list-style-type: none"><li>• 208 Live Council apprentices</li><li>• The Council continues to invest in all Levels of apprenticeships.</li><li>• Increase in actual spend - 2021/22 £864,377; 22/23 £1331,208</li><li>• Council utilising the transfer of levy allocation to up-skill the Bradford District</li></ul>
<b>Kickstart</b> Programme	<ul style="list-style-type: none"><li>• 535 young people interviewed.</li><li>• 439 young people started with Bradford Council</li><li>• 126 Early Leavers</li><li>• 221 young people completed 6-month placement.</li></ul>
<b>Leaving Care Employability</b> Programme	<ul style="list-style-type: none"><li>• 10 care leavers commenced placement.</li><li>• 1 care leaver secured a full-time apprenticeship</li></ul>
<b>National Development Graduate</b> Programme (NDGP)	<ul style="list-style-type: none"><li>• Successful recruitment of graduates since the programme commenced in 2020.</li><li>• Local Bradford recruitment - 2 graduates recruited.</li><li>• NEW Bradford Council graduate programme to launch in 2023, concurrent with NDGP</li></ul>

- As of July 2023 there are 208 active/live Council apprenticeships on programmes funded from Bradford Council's Apprenticeship Levy **(Appendix G)**. In 2021 there were 293, Covid impacted at this time and apprenticeship end dates were extended due to college/university/training provider closures in lockdown. Numbers for 2022/23 will increase again from Sept-23, due to apprenticeship training commencing in Colleges and Universities.

- The final **Kickstart** placements completed by September 2022 and a total of 221 young people aged between 16-24 years old completed their 6-month placement. The highest number were placed in the Department of Place (73).
- With regards to the **Leaving Care Employability Care Programme (LCEP)**, 10 care leavers started in placement with Bradford Council on the 12-month programme which was linked to the Kickstart programme which supplemented 6 months to extend the programme to 12 months for up to 15 care leavers. The LCEP will be approached as part of our business as usual in the future, alongside our apprenticeships and graduate programmes.
- The Council commenced a **National Graduate Programme Development Programme (NDGP)** in November 2020 and the total number recruited since then is 13. Graduate feedback has been extremely positive (**Appendix D**). In 2022 the Council progressed local recruitment rather than the National Scheme selection route and sourced 2 graduates via this route. All graduates are mentored by a Bradford Council Strategic Director/Director as part of the NGDP Mentoring Scheme. There is a new internal graduate programme due to be launched this year, which will provide 2-year graduate placements which will run concurrently with the NGDP scheme.

### 3. OTHER CONSIDERATIONS

- 3.1 The Council's Learning and Performance Management System, Evolve has been in place since 2016. At the time of writing there are almost 17,000 active learner profiles, compared to 12 months ago when there was 6,348.
- 3.2 The LMS can also be accessed and is set up to be used securely by external partners, schools, NHS, Police Services and those classed as internal users; Council staff, Bradford Children and Families Trust, New Choices and Better Start Bradford.

#### Internal profiles

Organisation Type	Users	Course Completions
Council Staff	7,369	26,573
BCFT	1,394	6,046
New Choices	258	1,466
Better Start Bradford	174	Not Available

(\*Course completions for Better Start Bradford are not available as they have their own domain and administrators).

#### External profiles

Organisation Type	Users	Course Completions
NHS	1,350	475
Voluntary Sector	1,145	265

<b>Organisation Type</b>	<b>Users</b>	<b>Course Completions</b>
Schools	1,115	109
Private Sector	831	179
Casuals	822	3,182
Early Years	584	27
Foster Carers	418	9
Police & Probation Services	180	26
Other LA	178	31
Others	892	239

#### **4. FINANCIAL & RESOURCE APPRAISAL**

- 4.1 There are no current implications from this report. To date the delivery of these programmes has been covered by existing budget and/or funding streams.

#### **5. RISK MANAGEMENT AND GOVERNANCE ISSUES**

- 5.1 The Council Strategic Risk Register captures the risk of a continued shortage of professional and skilled staff within the employment market leading to recruitment and retention difficulties to key posts. An inability to recruit in key disciplines could have a significant impact on the Council's ability to deliver services and support the Council's ambitions within the financial resources available. Workforce learning and development activity as outlined in the O&SC report provide a number of mitigation actions to address this risk.

#### **6. LEGAL APPRAISAL**

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

#### **7. OTHER IMPLICATIONS**

##### **7.1 SUSTAINABILITY IMPLICATIONS**

None arising from the content of this report.

##### **7.2 TACKLING THE CLIMATE EMERGENCY IMPLICATIONS**

None arising from the content of this report.

##### **7.3 COMMUNITY SAFETY IMPLICATIONS**

None arising from the content of this report.

##### **7.4 HUMAN RIGHTS ACT**

The Workforce Development Strategic Plan assists the Council in complying with its



duties under the under the Equality Act 2010, Public Sector Equality Duty and Human Rights Act.

## **7.5 TRADE UNION**

The Head of HR Specialist Services periodically discusses the Workforce Development Plan and related workforce matters with the recognised Trade Unions. Human Resources colleagues will continue to engage with Trade Unions on workforce development.

## **7.6 WARD IMPLICATIONS**

There are no Ward or area implications.

## **7.7 AREA COMMITTEE LOCALITY PLAN IMPLICATIONS**

None arising from the content of this report.

## **7.8 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 through our workforce development offer with leaving care employability programme, apprenticeships, Kickstart, and Graduate offer (section 3 of this report).

## **7.9 ISSUES ARISING FROM PRIVACY IMPACT ASSESMENT**

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

## **8. NOT FOR PUBLICATION DOCUMENTS**

None

## **9. OPTIONS**

- (i) To decide on the optimum Learning Management System for recording all learning and development that takes place across the Council which will streamline and provide cost savings moving from three systems to one system.
- (ii) To decide if the commitment to 5 learning days per annum is pragmatic given there are currently no systems available to track or monitor engagement.
- (iii) To decide if there should be a wider review and options appraisal for where workforce learning and development best sits across the Council.

## **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 Human Resources team to incorporate this into our ongoing work.
- (i) That the committee receives a further report updating on Council Workforce Development in 12 months.
  - (ii) The Committee notes the trajectory and progress made in 2022/23.
  - (iii) To support workforce learning and development to procure an optimum Learning Management System for recording all learning and development that takes place across the Council.

## **11. APPENDICES**

The following Appendices accompany this report:

- Appendix A Learning and Development Data 2023
- Appendix B Workforce Development Strategic Plan
- Appendix C 10 Key Priority Workforce Development Areas
- Appendix D Talent Attraction and Development Progress
- Appendix E Member Development Survey Responses
- Appendix F Professional Career Development Spend
- Appendix G Apprenticeship Levy Spend

## **12. BACKGROUND DOCUMENTS**

The Corporate Overview and Scrutiny Workforce Development Report of September 2022: [Bradford Council - Agenda for Corporate Overview and Scrutiny Committee on Thursday, 15th September, 2022, 5.00 pm \(modern.gov.co.uk\)](#)