

Ten Key Priority Workforce Development Areas – update 2022/23

In the twelve months from July 2022 to June 2023 we have seen a 12% increase in engagement across all learning and development activity by the workforce. See **Appendix A - Workforce L&D data**. 38,627 courses were completed in 2022/23, compared to 34,627 in 2021/22. Equality, Diversity & Inclusion mandatory training is up from 65% to 68% in the last 12 months.

There has been increased investment in Leadership and Management L&D offer with 6 additional places offered to Senior Leaders on the Senior Leaders Programme (targeted at underrepresented groups); 26 Senior Leaders and the Chief Executive completing a 9-month Senior Executive Leadership programme and the introduction of ILM Leadership and Management Award Level 5 through Collaborative Apprenticeship funding aimed at middle managers.

The coaching and mentoring offer has been expanded and now includes an Apprenticeship Standard and ILM Leadership and Management Level 5 Award which includes both coaching and mentoring modules. We have also seen an 18% increase completion rate for the Coaching Culture eLearning offer.

A lot of work in terms of EDI has taken place including promotional work for the RESECT Allyship Programme which was launched to staff in 2022 and Elected Members in June 23. The numbers of Allies have increased since the launch in 2022 and 9.38% of the workforce are allies. RESPECT eLearning course completions have increased, as have EDI course completions which include an increase in compliance by the workforce from 65% in 2021/22 to 68% in 2023; 6255 non-mandatory courses completed by the workforce, meaning employees have elected to complete the learning. The cultural intelligence programmes continue to be a success with increased completions rates year on year and increased participation by emerging and senior managers. **See Appendix A -Workforce L&D data**.

The Elected Members offer has been revised and refreshed to include an additional 12 programmes and includes a stronger Local Government Association programme offer. The RESPECT Allyship programme was launched in 2023 and 16% of elected members signed up to be an ally.

Workforce Development have worked closely with a Provider on the design of the corporate staff survey which is due to be launched in September 2023.

Course Completions

In the twelve months from July 2022 to June 2023, 82% of ICT enabled staff have accessed learning through Evolve Learning Management System. 73% of non-ICT enabled staff have learning recorded on Evolve, although for non-ICT enabled staff, such recording is often limited to mandatory learning and other learning activities are recorded elsewhere. 38,627 learning activities

have been completed via Evolve, compared to 34,627 in the previous 12 months, which is a 12% increase.

In the past 12 the number of equality and diversity learning and development course offer has increased from 17 to 41. (The previous 12 months also saw an increase from 8 to 17). There have been 7,555 completions recorded against these courses of which 1,300 completions are ED&I mandatory learning. Staff have chosen to complete 6,255 non mandatory equality and diversity learning activities. Compliance levels across mandatory and statutory training have improved, with details at **Appendix A**.

An **improved coaching offer** was launched in 2022 and is a collection of short courses via Elearning that cover all aspects of coaching. There are 49 courses available, and these have been split between coaching theory and coaching mindset. Since 2022 there have been 2,400 registrations, 1,004 completed full programmes and in the last 12 months, 425 course completions. Comments from learners on coaching Elearning courses include: "This course has genuinely helped me." "Definitely recommend." "Very informative, good tips and insights."

The **Coaching professional apprenticeship** is a new standard which started to be delivered in 2021. During July 2022 to June 2023 there are 10 people that commenced the apprenticeship. One has completed; 2 - withdrawn with one leaving the Organisation; 7- currently live and undertaking the qualification. All individuals have transferred to the Childrens Trust.

Institute of Leadership & Management (ILM) Leadership & Management Level 5 Award includes a unit named, ' Understanding the Skills, Principles and Practice of Effective Coaching and Mentoring within an Organisational Context'. The ILM L5 is due to start in September 2023 and 12 individuals are enrolled on the programme.

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 2023/24, aligned with West Yorkshire system wide development of a place based reciprocal mentoring offer planned over the next 1-3 years.

There is a mentor offer for the **NGDP Graduate Programme**, as it is designed to facilitate the development of future senior managers, and therefore having a mentor is fantastic exposure for graduates into the lives of those holding senior positions. There are currently 4 graduates being mentored by SD and AD.

A refreshed training programme focused on inclusion, building inclusive cultures and building management capacity to lead diverse teams.

Cultural Intelligence underpins a number of the E-learning courses available to employees, It 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.

- **eLearning** – 6 hours of eLearning around the importance of cultural intelligence was deemed mandatory learning for all managers apart from those at Assistant Director level and above. Of the 912 managers required to complete this learning, 403 have completed which is a 44% compliance rate. However, the learning is accessible to all staff and a further 168 completions have been recorded by staff members who have chosen to complete the learning, resulting in 571 recorded completions to date.

Comments on the E learning include: “Good course, well informative, and will take a lot of points/views from this training.” “This should probably be a subject matter on every menu in the educational system.” “The material is accessible and non-threatening, whilst provides a number of examples that will hopefully resonate.”

- **Virtual Workshops.** The managers who are required to complete the above eLearning are also required to attend two virtual workshops, lasting around 90 minutes each. 393 managers in scope have attended these sessions or are registered to attend, resulting in a compliance rate of 43%. Comments from learners on this learning include: “A Fascinating and interactive session, tapped into different learning styles.” “A good experience meeting different people and having different discussions”. “Incredibly interesting and thought-provoking.”
- **Bitesize Virtual Learning.** During Jun-Dec 2022 the following bite-sized learning activities were delivered which included lived experiences and key speakers:

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Topic	Attendance
Gender Equality	26
Race	26
Sexual Orientation	13
Mental Health	12
Disability	14
Total	91

Comments on this learning include: “Informative and interesting. “Group participation was encouraged.”

Senior Leaders Programme is targeted at underrepresented groups and managers at Head of Service and above. There has been 10 graduations (100%) since its launch in 2022. A further 6 managers are enrolled for Autumn 2023. Programme modules include, Actively Seeking Feedback, Embracing Difference, growing our influence, Seeing the Bigger Picture, Unlocking Diversity.

Emerging Leaders Programme is targeted at underrepresented groups and has been completed by 9 individuals.

Development of an allyship programme to support underrepresented communities. The RESPECT Allyship programme launched in May 2022, led and supported by Staff Networks/Network Chairs with Corporate Management Team sponsors, and Senior Leadership Team members championing this staff led initiative. As at May 2022 there were 124 Allies signed up and as of 31st July 2023 the number is 716 (9.38% of workforce).

A SharePoint site has been designed to share good practice, standards, support information and guidance. **RESPECT Awareness eLearning** including 'lived stories' is available to all staff via Evolve and the number of completions is 1970 up to July 2023. **RESPECT Allyship programme sessions** include Lived Experiences, workshops and virtual training sessions focus on individual topics relating to staff networks. These are available to staff and also during 2023 they were launched to Elected Members, which aligns to the Council Equality Objectives. Work on the development of a RESPECT Toolkit has started which will be part of RESPECT as a product.

A Making Connections for Managers development programme. A Senior Leadership Programme has been designed and delivered during 2022/23 and is aimed at strengthening leadership culture into the future and understanding and developing leadership. The programme approach is via Executive Team 360, Strategic Team 360 and individual 360 and introduces Corporate Management Team and Senior Leadership Team to the concept of engaging leadership.

Further support for talent development includes, ,

- Ten places allocated to the **Senior Leader programme**. 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.
- Ten Senior Leaders completed a **Senior Leadership Apprenticeship**, of which three were from underrepresented groups at Level 7 (MASTERS) Senior Leadership, which includes Public Sector Diploma.
- **Level 3 (Collaborative Apprenticeship Project-levy funded)** commences July 2023
- **Level 5 – Award in Leadership and Management** covers additional units in 'Managing remote workers' and 'Understanding the Skills, Principles

and Practice of Effective Coaching and Mentoring' commences September 2023.

Funding to support Member Development. A professional development offer for Elected Members has been refined and expanded and include a mixture of statutory, mandatory and optional development modules available to Elected Members and Officers. This has been positively received by Elected Members.

Elected Members have the opportunity to join all Cultural Intelligence bite sized learning programmes. EDI and the RESPCT programme were launched to Elected Members in June 2022 and also to widen knowledge, impact and investment. Both have been positively received by Elected Members

Development of a **one-day Managers Conference:** A Senior 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.

An employee survey supported by software analytics that will deliver meaningful insights and intelligence. The Council are 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 during Oct-22 to Mar 23 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.

This work is ongoing with the survey, which is due to be launched in Autumn 2023, following on from which an action plan of 'you said, we did' will be produced and managed.