



**Equalities Committee**  
11 January 2016

**Report from the HR Director**

**Leadership Development Programme Proposals 2015 - 2016**

**1.0 Introduction**

- 1.1 Following the report to CMT on the Leadership Development Programme in August 2015, this paper provides more detail on the proposals.
- 1.2 This paper will demonstrate how input from HRIG and other key stakeholders have ensured that the programme meets the Council's individual, manager and organisational needs, including the Pavey review.

**2.0 Recommendations**

- 2.1 To approve the Leadership Development Programme which will start in February 2016.

**3.0 Background**

- 3.1 The Council is committed to developing and maintaining a diverse and inclusive workforce. Recent workforce statistics indicate that the Brent's workforce is broadly representative of the community it serves. Whilst there is a high proportion of BAME in the workforce, they are not proportionately represented at senior levels within the organisation.
- 3.2 In order to ensure that the Council is properly resourced to operate effectively and provide excellent services to its residents and service users, it is important

that the workforce is reflective of the local community at all levels. It is particularly important to increase manager capacity given the major business transformation challenges the Council faces in realising the vision for Brent. This will also help reduce any perception amongst employees of any disadvantage and discrimination which is based on race.

- 3.3 The 2014-15 Annual Workforce Report highlighted the under representation of BAME staff at senior levels within the organisation. The proportion of BAME staff between Scale 1 and PO4 is 68%, this proportion reduces to less than 15% at the Hay grades.
- 3.4 The Council has developed a new Workforce Strategy that also seeks to address workforce equalities issues as one of the key strategic deliverables for the period 2014-7, set within the context of local government austerity and the significant financial challenges faced by the Council.

#### **4.0 Proposals**

- 4.1 HRIG, agreed that there will be two levels of the Chartered Management Institute (CMI) qualification. The CMI Level 3 Certificate for PO1 to PO4 which will be completed in 3 to 6 months and the CMI Level 5 Diploma for PO5 to PO8 in 9 months. The rationale for the split in grades is:
- The wide grade- range and consequent knowledge levels in the group
  - The split and lower Level 3 Certificate will encourage higher uptake and completion given the duration.
  - Delegates can still decide to progress to the diploma level after completing the certificate level.
- 4.2 Appendix 1 shows the units of the Level 3 Certificate level and Appendix 2 shows the units of the Level 5 Diploma. A number of credits are awarded for the successful completion of each unit. Delegates will need to complete 13 credits to be awarded the Certificate level and 38 credits for the Diploma level. Delegates who complete 13 credits could choose to undertake further modules in order to attain the diploma level.
- 4.3 The number of employees to be put on the scheme will depend on the number of applicants but it is anticipated that there will be up to 30 employees in this first cohort. We will have 3 cohorts in the following format. The impact on the organisation and service delivery will be closely monitored as managers will be required to support delegates during the programme.

Cohort 1 PO1 – PO4	CMI Level 3 Certificate	2 Mandatory Modules 1 to be selected from 2 options	10 Delegates
Cohort 2 PO1 - PO4	CMI Level 3 Certificate	2 Mandatory Modules 1 to be selected from 2 options	10 Delegates
Cohort 3 PO5 –PO8	CMI Level 5 Diploma	All modules are mandatory	10 Delegates

- 4.4 There will be one trainer per cohort and it was agreed to have two cohorts for PO1- PO4 (there are more BAME staff at this level) and one cohort for PO5-PO8. The ethnicity of delegates will be representative of the workforce split.
- 4.5 The programme will be delivered using a blended approach to learning, setting up learner journey's on a dedicated portal where knowledge is gained pre event, skills practice and peer group learning form the major part of the workshops and each one contains an action learning set to ensure transference of knowledge and skill is practically applied back in the workplace
- 4.6 An assessment element will be built into the programme to enable the delegates to carry out activities based on real life challenges in the council. The proposal currently being considered is utilising the innovation hub being developed in the Strategic Commissioning report elsewhere on this CMT agenda, whereby delegates would be seconded to support specific projects bringing together specialisms from across the council. Other assessments methods will be both informal during sessions and formal via written essays.
- 4.7 It is also expected that CMT members will deliver training sessions during the programme.
- 4.8 The programme will be communicated throughout the Council using a variety of communication channels such as the intranet, Brent Manager, eSight lite etc.
- 4.9 Both Unison and GMB have agreed with this proposal

## 5.0 Selection Process

- 5.1 Employees will be invited to express an interest through the submission of a personal statement which will be endorsed by their line manager. To ensure that candidates are selected on an objective basis, a pre-screening for basic skills which will include verbal and numerical reasoning will be administered by HR. Final selection will include a review of ethnicity, grade, department, progression readiness, conduct, interview with HRIG. Final selection will be based on merit but threshold might be adjusted to take account of number of candidates and available resources.

5.2 To ensure fair representation across the organization, three delegates each will be selected from CYP and COO and two each from ASC and R&G.

## 6.0 Financial Implications

6.1 The table below shows a breakdown of costs for each level of the programme. However, the maximum cost for the programme is £50,000 which will be paid from within the existing Corporate Learning and Development budget. This includes one-off design and set up costs of £15,000. Thereafter the cost is approximately £1,000 per delegate.

<b><u>One off costs</u></b>	
<b>Design of blended learning products</b>	<b>£8250</b>
<b>Level 3 8 days @ £550</b>	<b>£4400</b>
<b>Level 5 10 days @ £550</b>	<b>£5500</b>
<b>Technical work to set up Portal and learner journeys 10 days @ £550</b>	<b>£5500</b>
<b>Level 3 Certificate</b>	
<b>Registration, certification, and assessment</b>	<b>£3200</b>
<b>Induction and workshop delivery ( 5 days face to face)</b>	<b>£5,500</b>
<b>Price per cohort</b>	<b>£8700.00</b>
<b>Price per individual</b>	<b>£543.75</b>
<b>Level 5 Diploma</b>	
<b>Registration, certification and assessment</b>	<b>£6240</b>
<b>Induction and workshop delivery ( 10 days face to face)</b>	<b>£11,000</b>
<b>Price per cohort</b>	<b>£17240</b>
<b>Price per individual</b>	<b>£1077.50</b>

## **7.0 Deliverables**

- The training of managers to gain new skills, and develop a consistent approach to managing and leading, which feed in to the new commercially focused culture.
- A consistent approach to training, which is linked to individual competencies that ensures that managers are operating effectively and efficiently.
- Targeted training that provides practical learning platforms for managers to practice their trade in the training room and on the work floor.
- High attendance and completion rates ensuring required commitment levels are clearly established and marketed, so that the right people attend and finish the programme.
- Provide managers with the tools and resources required to drive the organisation forward and help to develop them further to open up horizontal and vertical career moves.
- Manage and maintain accurate training records for the project ensuring all evaluation and impact feedback is reviewed and reported.
- Provide post event, work focused activities which enable managers to apply their learning after the programme.

## **8.0 Success Factors**

8.1 There are a number of benefits that will be gained by the implementation of the Leadership and Development Programme, which will benefit the Council both financially and non financially

- Improved leadership team
- Qualified pass rate delegates
- Platform to continue implementing new skills/knowledge and behaviours
- Learning fits with the organisations current challenges
- Provides a platform for enhanced learning
- Improvement in individual, team and organisational performance
- A coaching and mentoring culture can be created
- Significantly closes learning gaps
- More committed managers
- Improved networks which encourage cross departmental learning
- Identify talent for the future

## 9.0 Evaluation and Review

9.1 There will be an annual evaluation and review to enable the council to gauge the effectiveness of the programme and after two years to decide whether it should continue, and if so in what form. The evaluation will seek to answer four questions using a combination of quantitative and qualitative information.

1. Is the programme achieving its objective of identifying and supporting ambitious and talented employees from BME groups under-represented at senior grades to progress in their careers?
  - Number of programme participants progressing to more senior grades within the council within two years.
  - Numbers and types of jobs applied for and success rate.
  - Assessment of progress against leadership competencies.
  - Number of programme participants who rate the programme as having a positive impact on their career prospects.
2. What are the factors that have contributed to the success or otherwise of the programme?
  - Surveys of programme participants, coaches and other relevant stakeholders.
  - Reviews of other relevant information such as whether jobs suitable for participants were advertised by the council, whether participants secured jobs outside the council and what types of jobs.
3. Is the original rationale for the scheme still valid i.e. are some BME groups still under-represented at senior grades?
  - Profile of different BME groups across all council grades, including proportion of employees graded PO5 and above compared with the council workforce.
4. Is there a perception amongst employees of disadvantage or discrimination based on race?
  - Perception gap between employees from different BME groups in relation to;
    - Feeling disadvantaged or discriminated against on the grounds of race;
    - Answering positively to questions relating to issues such as career progression.

## **10.0 Conclusions**

10.1 The proposals in this paper are designed to equip staff with a programme that has clear progression pathways within it, builds capability and develops a positive culture within the organisation that contributes to the provision of excellent services.

## **11.0 Legal Implications**

11.01 There are no specific legal implications.

## **12.0 Diversity Implications**

12.1 The programme takes into account under-represented staff in the organisation.

## **13.0 Staffing/Accommodation Implications**

13.1 Premier Partnership will design, develop and deliver the programme. Accommodation will be provided by the Council.

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