

Who will be involved in making the decision?

Sarah G

Q2a. What do we know about the people who will be impacted by this? change?

Patrick Vernon's Race and Diversity Report, published in 2020 (Link to report below) identified that career progression and development opportunities for all managers and more specifically protected characteristics, required improvements across the council. The report established that PO2 grades and below had limited development opportunities, which the council is addressing via several leadership programmes. The same was said for senior leadership, again met with a programme to help develop them. Feedback from the EDI Staff Forums highlighted a gap in leadership opportunities for middle managers. Middle managers are typically grades PO3-PO6. Where applications are received at below PO3 grades and above PO6 grades, these may still be considered, dependant on eligibility criteria and the opportunities managers will require exposure to.

The Level 5 Diploma in Leadership and Management is one of the ways Organisational Development and Learning (ODL) is looking to fill that gap. It will provide middle managers the opportunity to apply for and secure a place on the 13-month course. The application process has set eligibility criteria that is mandated by central government. The criteria are non-negotiable, although feedback on this can be provided to central government.

[Patrick Vernon's Race and Diversity Report 2020](#)

How will they be impacted by the change

This is about offering opportunities to middle managers to improve their managerial skills, which in turn, will support the councils wider Workforce Transformation Strategy, Apprenticeship Strategy and ultimately the Borough Plan. The eligibility criteria are mandated by central government, the course itself is not. All applicants will be applying voluntarily and with approval from their line managers and head of service.

For those who successfully complete the course, it is expected the organisation will see a rise in best practice across managers. It will provide a formal qualification

which is recognised and identified by business sectors. Confident and knowledgeable managers usually transcend into confident and supported leaders which can often cascade into confident and productive teams. This in turn increases motivation, engagement, and productivity. Having the ability to network with others on the course who have been through a similar experience will see the organisation gradually move to a more standardise approach when managing teams.

For successful applicants, they will be given 20% of their time away from the job. On a typical 35-hour week this equates to 7 hours of learning. This is not their own time (although also required) and so managers and head of service managers need to take this into account when planning their business activities. This will be fully communicated via our internal communication channels (Lamnet and The Lambeth Bulletin). Initial information sessions will be run by the training provider (Corndel). These will be further support by ODL who will write to all managers and head of service managers to ensure they understand this commitment and how they intend to plan for it and support their managers throughout the duration of the course. (13 months)

Q3a. How do you plan to promote and deliver any positive impacts of the proposal?

This course will be a continuing offer over the years to come and as such will become part of the Lambeth offer to middle managers. This will equip successful managers to invest in their Lambeth careers and facilitate succession planning. As they develop, so will the teams they manage. It is a preparatory course that focuses on the job but also future proofing the organisation by developing talent internally. This will create a growing pool of empowered and talented managers across the organisation. Further impacts here include managers investing their careers into Lambeth Council and thereby a reduction in retention rates of our managers.

Q3b How do you plan to address and mitigate any negative impacts of the proposal?

EDI Managerial Statistics

The current EDI stats for the PO3-PO9 tiers can be seen below – These stats will guide the final cohort although this is highly dependent on who applies. To help drive

applications, the communications for the course will be sent to each of the Staff Forums as a way of encouraging managers to apply. Two of the protected characteristics may be difficult to establish. These are LGBTQ+ where the staff member is not out and hasn't disclosed and disabled staff who have also not disclosed to us as an organisation. The plan here is to have a cohort that is reflective of the workforce in terms of the Equality, Diversity, and Inclusion data we hold as a borough.

Managers	290
Grade PO3-PO4	21%
Grade PO5-PO6	79%
Male	38%
White	45%
Female	62%
BAME	55%
Disabled	7%
LGBT	2%

Application process that is equitable

The application process is fair and open where the requirements of the course are explained in full to all interested applicants. This will include information on:

- Eligibility Criteria as mandated by central government
- Timelines of the course and what is covered

Mandated Central Government Assessment Process- Qualifications

Maths and English qualifications are essential – There is a separate diagnostic assessment for English and Maths by the provider (Corndel) which assess the level of Maths and English our applicants have. There are varying levels. All applicants need to demonstrate they can operate at Level 1 Maths and English, where Level 1 is met, Corndel provide further assistance as part of the course to ensure support is given in these areas.

Although some managers may not have done these for quite some time, the provider Corndel can work applicants to obtain certificate copies. The qualifications can be an alternate or international qualification.

It is recognised by ODL that people can do this course without Maths and English but central government have set these parameters as essential criteria so we can't place people on the course without them, and we can't override these. This is not unlike many colleges who offer a level 5 qualification. Link below to the governments pages on apprenticeships provides more details on this as a way of explanation.

[Apprenticeships: initial assessment to recognise prior learning - GOV.UK \(www.gov.uk\)](https://www.gov.uk/government/guidance/apprenticeships-initial-assessment-to-recognise-prior-learning)

What about managers who are unsuccessful in their application?

ODL will provide feedback to each unsuccessful candidate as to the reasons for not being successful with an action plan for the applicant discussed. These actions will detail what needs to be done to improve the applicant's chances of securing a place on future cohorts. If this is to do with Maths and English, ODL can signpost managers to the services that are available, such as Skills for Life.

Support for those in protected characteristics where additional support is required

Corndel have provided us with a comprehensive list of how they can support staff with additional needs. This can be seen in the below link.

[Corndell EDI \(1\).docx \(sharepoint.com\)](#)

Q4. How will you review/evaluate your proposal, mitigating actions and/or benefits? Who will be responsible for this?

The course provider meets with each successful applicant and their line managers monthly to provide support through coaching. ODL will set up quarterly group workshops where we can all meet to establish best practices in terms of study techniques and use this as an independent support group where we can share ideas. The purpose of this is strengthen knowledge of the cohort and facilitate successful outcomes for the applicants. This can prove powerful in terms of word of mouth for future cohorts.

Monthly meetings will be set up with the provider where the ODL team will be made aware of each person's progress. This is essential in identifying, early on, anyone who is falling behind. ODL will then be able to consider the appropriate interventions required.

ODL will issue a FORMS evaluation every quarter to understand how our cohort is working and this will cover the course provider and how they are doing. This will enable us to identify any issues quickly that we can then relate back to the provider, plus provide us with a lesson learned analysis that will enable us to refine the offer for future cohorts. Aside from this, ODL will have an appointed manager (Robert Thatcher) for the cohort who will regularly reach out to all successful applicants and will be the first point of contact for any issues that arise. Rob Thatcher will be the liaison consultant between staff and the training provider where problems arise, adopting a solution approach that improves the experience for all concerned.